

Nation's Business

A MAGAZINE FOR BUSINESSMEN

FILE COPY
Do not remove

JULY 1954



World's new science center: Washington, D.C.

PAGE 54

You're underpaying your pastor

PAGE 30

Six bargain steps to smoother traffic

PAGE 26

Red mail to U. S. jumps 2,500 per cent

PAGE 44

CRACKER BARREL

...CIRCA '54



Your radio becomes a listening post at the crossroads of the world . . . every week . . . when Fairbanks-Morse, in cooperation with the editors of *Nation's Business*, brings you an authoritative roundup of the news events most important to everyone's business.

Today, more than ever before, it is to your advantage to keep informed . . . and here is a factual summary presented in a form which better enables you to make the judgments necessary to your business. Be sure you tune in *this week* to the "Nation's Business." See the table at the right for local station and time. Fairbanks, Morse & Co., 600 South Michigan Ave., Chicago 5, Illinois.



FAIRBANKS-MORSE

a name worth remembering when you want the best

DIESEL AND DUAL FUEL ENGINES • DIESEL LOCOMOTIVES • RAIL CARS
ELECTRICAL MACHINERY • PUMPS • SCALES • HOME WATER SERVICE
EQUIPMENT • FARM MACHINERY • MAGNETOS

Tune in this week

City	Station	P.M. Time and Day
Atlanta, Ga.	WSB	7:15 Mon.
Baltimore, Md.	WBAL	7:15 Mon.
Beloit, Wis.	WGEZ	7:45 Mon.
Birmingham, Ala.	WBRC	6:15 Mon.
Boston, Mass.	WBZ	8:00 Tues.
Buffalo, N. Y.	WBEN	7:00 Mon.
Charlotte, N. C.	WBT	7:30 Mon.
Chicago, Ill.	WGN	8:05 Mon.
Cincinnati, Ohio	WLW	7:00 Mon.
Cleveland, Ohio	WGAR	7:30 Mon.
Columbus, Ohio	WHKC	6:45 Mon.
Dallas, Texas	KRLD	6:30 Mon.
Davenport, Iowa	WOC	6:15 Mon.
Denver, Colo.	KOA	8:30 Mon.
Des Moines, Iowa	WHO	7:15 Tues.
Detroit, Mich.	WWJ	6:45 Mon.
Duluth, Minn.	WDQM	8:15 Mon.
Freeport, Ill.	WFRL	4:15 Mon.
Houston, Tex.	KXYZ	7:00 Tues.
Indianapolis, Ind.	WFBM	6:15 Mon.
Jacksonville, Fla.	WJAX	7:15 Mon.
Kansas City, Mo.	WDAF	6:15 Mon.
Knoxville, Tenn.	WNOX	6:30 Tues.
Los Angeles, Calif.	KFI	7:45 Mon.
Louisville, Ky.	WHAS	6:30 Mon.
Memphis, Tenn.	WMP5	6:30 Mon.
Milwaukee, Wis.	WCAN	7:15 Mon.
New Orleans, La.	WWL	6:30 Mon.
New York, N. Y.	WOR	9:05 Tues.
Omaha, Nebr.	KFAB	6:30 Mon.
Philadelphia, Pa.	WCAU	7:30 Mon.
Pittsburgh, Pa.	KDKA	6:30 Tues.
Pomona, Calif.	KPMO	6:15 Mon.
Portland, Oregon	KGW	6:45 Mon.
Providence, R. I.	WPRO	6:29 Mon.
St. Johnsbury, Vt.	WTWN	7:15 Mon.
St. Louis, Mo.	KSD	7:15 Tues.
St. Paul, Minn.	KSTP	6:15 Mon.
Salt Lake City, Utah	KSL	7:30 Tues.
San Francisco, Calif.	KCBS	7:00 Mon.
Seattle, Wash.	KOMO	6:45 Mon.
Stuttgart, Ark.	KWAK	6:30 Mon.
Tulsa, Okla.	KVOO	6:45 Mon.
Washington, D. C.	WMAL	8:15 Mon.
Overseas	WRUL	6:30 Mon.

Great news for truck owners—

GOODYEAR'S NEW HI-MILER RIB NOW PRICED SO LOW

that it doesn't pay to buy other makes!

NEW LOW PRICES AT MOST GOODYEAR DEALERS*—

6.50/16
NOW ONLY... **\$22⁹⁵***

7.50/20
NOW ONLY... **\$47⁹⁵***

*Plus tax and recappable tire. Prices subject to change.
FULL RANGE OF OTHER SIZES, LOW-PRICED IN PROPORTION.



Now priced as LOW as the lowest, this great new Goodyear truck tire gives you all these EXTRAS:

NEW 3-T RAYON CORD—Excess stretch removed by exclusive Triple-Tempering Process means stronger fabric, controlled growth—tread-cracking reduced to a minimum.

LONG TREAD LIFE—Flat, husky, rib tread of new, tougher compounds, gives slow, even wear—plus outstanding nonskid traction.

MORE RECAPS—Stronger 3-T Rayon cord and tougher

compounds, provide a long-lived body that permits more recaps than before.

PROVED PERFORMANCE—The Hi-Miler Rib is backed by an outstanding record of many years as the preferred tire design on America's greatest truck fleets.

No other make tire can offer you Goodyear's exclusive 3-T Rayon cord—plus all these other advantages—so make it your business to see your Goodyear dealer and get REAL SAVINGS! Goodyear, Truck Tire Dept., Akron 16, Ohio.

Hi-Miler—T. M. The Goodyear Tire & Rubber Company, Akron, Ohio

GOOD YEAR

MORE TONS ARE HAULED ON GOODYEAR TRUCK TIRES THAN ON ANY OTHER KIND

George S. May business engineers prove again MORE WORK and MORE PROFIT from present facilities and manpower!



KING-LAR COMPANY

SHEET METAL - HEATING - ROOFING CONTRACTORS

• 1005 NORTH WATER STREET •

Decatur - Illinois

April 3, 1952

George S. May Company
Engineering Building
Chicago 6, Illinois

Gentlemen:

I am sure you will be interested in the results we have realized from your Business Engineering Service. It is just one year since your engineers completed their work here.

When we called you in, we felt that we had reached the full capacity of our facilities and supervisory man power.

By streamlining our operations by eliminating duplication of efforts, by definitely assigning responsibility and authority, you made it possible for us to increase production 50 per cent without any increase in floor space or machinery and without adding a single key man to our force.

The simplified accounting system your engineers installed has made it possible for us to get a clearer picture of our current profit and expense position without increasing our bookkeeping staff. With the increased production, this would have been impossible under our former accounting system.

Both management and supervisors are happy with the incentive plan your engineers laid out for us. It has meant reduced friction and a finer spirit of cooperation through-out the entire organization.

We are now convinced that by following your recommendations, we can handle a further 50 per cent increase in production with our present facilities and man power.

When problems arise in the future, we shall certainly ask you to help us solve them.

Cordially yours,

KING-LAR COMPANY

By *Frank Larson*
Frank Larson
President

ELWA



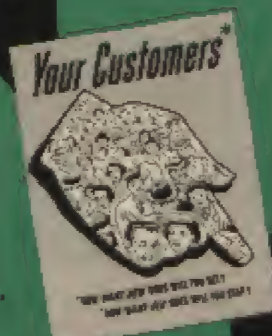
Put this vast
reservoir of business
knowledge to work for
your company!

Mr. Larson talks in his letter about "streamlining our operations... eliminating duplication of efforts... definitely assigning responsibility and authority..." Do these corrections of common business ailments apply to *your* company? Would a thoroughly experienced outside viewpoint be helpful in *exposing* and *correcting* basic weaknesses? Are you ready to learn the FACTS and act accordingly? Then George S. May is the company for you to call on.

Find out how . . . in 15 minutes!

Our specially trained representative will show you, without cost or obligation, exactly how the George S. May Company would approach your business problem and what kind of results you could reasonably expect.

This is just one
of the thousands of
letters received from over 2800
different kinds of business we
have served since 1925.



NEW!

Get your
free copy...

32 page illustrated
booklet that analyzes,
in detail, 8 of the most common business
entry and marketing errors.

George S. May Company

THE WORLD'S LARGEST BUSINESS ENGINEERING ORGANIZATION

CHICAGO 6, Engineering Building NEW YORK 17, 122 E. 42nd St.

SAN FRANCISCO 2, 291 Geary Street CANADA, 660 St. Catherine Street, Montreal

Nation's Business

JULY 1954 VOL. 42 NO. 7

PUBLISHED BY CHAMBER OF COMMERCE OF THE UNITED STATES

Editor Alden H. Sypher	7 Management's Washington Letter
Adm. Assistant Ruth D. Howard	10 Letters to the Editor
Executive Editor Paul McCrea	12 By My Way R. L. Duffus
Associate Editors George Haddock Kenneth W. Medley Donald C. Spaulding Elizabeth B. Coleman Paul Hencke	15 The State of the Nation Felix Morley
Art Director Ralph Patterson	19 Washington Mood Edward T. Folliard
Adm. Assistant Mary W. Davis	23 Ignorance Cuts Production and Defense Sam Stavisky
Associates Asdur Takakjian Charles Dunn	26 Six Bargain Steps to Smoother Traffic Henry K. Evans
Business Manager John F. Kelley	30 You're Underpaying Your Pastor June and Jhan Robbins
Asst. Business Manager William W. Owens	32 Needed: \$15,000,000,000 Rewiring Job Norman Kuhne
Circulation Manager Floyd C. Zeigler	34 Aramco's Flying Carpet Phil Gustafson
Advertising Director Andrew Mawhinney	38 Meet Robert B. Anderson—Executive V. P. of Defense Louis Cassels
Advertising Manager David Hyde	41 Chamber's New Leaders
Western Advertising Mgr. Ray Orwig	42 How's Business? A Look Ahead
Production Manager W. Lee Hammer	44 Red Mail to U. S. Jumps 2,500 Per Cent Alan L. Otten & Charles B. Seib
	50 Hard Way to Make a Million Richard Gehman
	54 World's New Science Center Edward Burks
	60 Ice Cream Cones Scoop Up \$24,000,000 Sales Charles G. Francis
	68 I Learned America's Secret Lilli Palmer as told to Floyd Miller
	82 New Air Policy: Improve Service, Finances Verne Sullivan
	93 NB Notebook
	96 Cooperation or Strangulation

MORE THAN 750,000 SUBSCRIBERS



GENERAL OFFICE—U. S. Chamber Building, Washington 6, D. C. BRANCH OFFICES—New York, Chicago, San Francisco, Cleveland, Detroit.

As the official magazine of the Chamber of Commerce of the United States this publication carries notices and articles in regard to the Chamber's activities; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

Nation's Business is published monthly at 1815 H St. N.W., Washington 6, D. C. Subscription price \$18 for three years. Printed in U. S. A. Entered as second-class matter March 20, 1920, at the post office at Washington, D. C. Nation's Business is copyright, 1954, by the Chamber of Commerce of the United States.

American Credit Insurance lines up credit lines

1. Backs judgement of credit executive.
2. Gives positive loss prevention.
3. Harmonizes Credit-Sales relations.
4. Provides endorsement for borrowing purposes.
5. Protects working capital invested in receivables.
6. Promotes efficiency in organization.
7. Creates confidence—basis of all credit.
8. Provides Service for handling collections.
9. Minimizes risk and anxiety, promotes planning.
10. Endorses customer's promise to pay.
11. Gives Accounts Receivable real value.
12. Provides accurate cost basis of shipments.
13. Helps avoid secondary credit costs.
14. Creates an adequate bad debt reserve.

For booklet, write Dept. 41, First National Bank Bldg., Baltimore 2, Md.

American Credit Indemnity Company of New York

ABOUT THIS ISSUE

THE glowing instrument panel on our cover is a segment of an elaborate electromechanical device used in the training of Air Force pilots.

The device, known as a flight simulator, was designed and developed by the Engineering & Research Corporation in its plant seven miles north of Washington. Photographer **EDWARD BURKS** discusses ERCO's operations in a text-and-picture story on science and research in and around the nation's capital. For his story turn to page 54.

The flight simulator is a pilot trainer which duplicates the flight, engine and interceptor characteristics of the F-86D Sabre Jet.

The flight instructor uses these instruments to monitor and evaluate the performance of the trainee. When



the equipment is in operation, the student sits in a cockpit in the forward section of the simulator. The instructor (indicated by arrow) watches the pilot's flight procedures on his own instrument board—a copy of that used by the student flier.

By activating various electronic controls the instructor can create more than 15 emergency situations, including icing, faulty landing gear and flameout of the jet engine.

The ERCO F-86D Sabre Jet simulator carries a \$300,000 price tag—a cost not appreciably less than the \$344,000 required to buy a ready-to-fly Sabre Jet. The comparatively high cost of the simulator is unavoidable because simulators are manufactured in small quantities while the Sabre Jet is mass produced and enjoys the resulting cost advantages.

The cost of operating an airplane is generally considered to be ten times the cost of operating a flight simulator, although the cost ratio on an F-86D has not been determined.

JUNE AND JHAN ROBBINS, who wrote "You're Underpaying Your Pastor," live in South Nyack, N. Y. They are a husband and wife writing team.

The Robbinses got the idea for their article on the underpaid clergy while watching a neighbor, a clergyman's wife, work a loaf of bread into a half pound of chopped hamburger and call it dinner for five.

YOURS for only

\$1

with FREE membership
in Executive Books

3

books to
help you

SUCCEED IN BUSINESS



Let these 3 books show you how
to get ahead and STAY ahead...

These 3 Books sell at retail for
\$10.75 — you pay only \$1.00

Your ability to get ahead and STAY ahead depends to a very great extent on these 3 basic success factors: 1. Your ability to think clearly—getting right to the heart of the matter. 2. Your ability to talk well—especially before groups. 3. Your ability to “get along”... to make people like you, agree with you, believe in you... do what you want them to do. And the 3 books offered you at only \$1 are the best our editors could find on these 3 “key” abilities.

We feel that this introductory offer will demonstrate to you that development in these “areas” is the real key to winning your way to a better job at better pay. Being able to think more clearly, to talk well, and knowing how to get along with others—these are the 3 qualities that count so much in today’s struggle to get ahead and stay ahead. The 3 books pictured and described at left show you how to develop these important “success” habits. They are NOT “theory” books or collections of anecdotes about successful men. They are amazing “method” books that help you train yourself quickly and easily in these vitally important “recognition winning” habits.

You have so much to gain —
clip and mail coupon below promptly!

The dollar you invest for these 3 vitally important “key” books may well be the most productive dollar you ever invested in your life. Just one of these books may get you \$1,000, \$2,000 or more per year. So, join with the thousands of Executive Plan members in “key” positions in such top organizations as American Tel. & Tel., Beech-nut Packing, Baltimore & Ohio Railroad, Bethlehem Steel, Kennecott Copper, International Business Machines, Gulf Oil, Standard Oil of Ohio, Universal Atlas Cement, Remington Rand, etc. Act at once to let Executive Books help you succeed in business. Get your coupon in the mail today—or tomorrow sure!

YOU GET ALL 3 BUSINESS SUCCESS BOOKS FOR ONLY \$1
(published at a total price of \$10.75)

EXECUTIVE BOOKS, Dept. 2750
300 Avenue of the Americas, New York 13, N. Y.

Here is my \$1.00 for these 3 valuable books (regular retail price, \$10.75). Begin my membership in Executive Books, entitling me to savings of 20% to 40% on Executive selections. My membership entitles me to purchase your future Monthly Selections at only \$2.95 each (plus shipping), even though the same books sell at retail for as much as \$5.00 each. I need buy only the books I want—as few as four selections during the next twelve months. You are also to send me your monthly bulletin, “The Executive,” free, in sufficient time for me to notify you if I do not wish to purchase the selection for the month.

Name.....
Address.....

City & Zone..... State.....
No-Risk Guarantee: If not delighted, return all books within 7 days. Membership will be cancelled and your money back. (In Canada: 1184 Castlefield Ave., Toronto 10)

A new self help book with
a difference—that shows
you how to take “short-
cuts” to straight thinking

THE ART
OF CLEAR THINKING
by DR. RUDOLF FLESCH

A fascinating, down-to-earth, guide to straight thinking and problem-solving that shows you how to think “on your feet”... how to win arguments quickly, logically. It’s packed with practical help like faster everyday mathematics, a speedy note-taking system, and a quick self-test of executive ability. “The Art of Clear Thinking” shows how not to rack your brains, how not to be bamboozled.

54 out of 55 top executives
chose good “speech” as
most important
development factor

HOW TO TALK WELL
by JAMES F. BENDER

Improve your speaking habits in your job, in selling a product or yourself, or in talking before a group. 12 tips to make you a better conversationalist, 3 steps to building better speech habits, 10 guideposts to popularity, 3 rules that assure you a more persuasive voice, 18 ways successful speakers control stage fright, 24 ways to keep an audience alert and responsive, 38 ways to conduct meetings, etc.

How you can get ahead
faster and easier by
“getting along better” with
people... making them
like you!

WINNING YOUR WAY
WITH PEOPLE
by K. C. INGRAM

John D. Rockefeller once said, “I will pay more for the ability to handle people than for any other ability under the sun.” Top salaries are paid to those who have the ability to influence and direct the efforts of others. Here, at last, is a practical proven guide to handling people successfully. It reveals the psychology of making people listen to you, think well of you, and remember you.

HERE’S HOW THE EXECUTIVE “PLAN” WORKS

1 Each month, Executive Books’ Editors select an outstanding book by a recognized authority—a man at the TOP. Each book deals with knowledge essential to your success... practical, helpful texts. Executive Books’ Editorial Advisory Board includes: Alfred P. Sloan, Jr., Chairman, General Motors Corp., William C. Mullendore, President, Southern California Edison Co., Henry Hazlitt, Editor and Economist, and Dr. Virgil Jordan, Chancellor, National Industrial Conference Board.

2 Each month you receive as a member, a free copy of our report, “The Executive.” In it you’ll find a full description of the forthcoming month’s selection (chosen from new books of the leading publishers) and a summary of other current books on practical subjects. Thus, you have nearly a month in which to tell us not to send next month’s selection or an alternative book.

3 You are not obligated to accept every month’s selection. You may take as few as four selections a year and still retain all the privileges and savings to which you are entitled. Only by this agreement to purchase four selections within a year at only \$2.95 each—saving between 20% and 40%—can you obtain this special offer.

4 The Executive Plan always saves you money. Our selections sell at retail from \$3.75 to \$5.00. You pay only \$2.95 (plus shipping) regardless of the retail price of the publisher’s edition.

5 Each month you receive as a member, a free copy of our report, “The Executive.” In it you’ll find a full description of the forthcoming month’s selection (chosen from new books of the leading publishers) and a summary of other current books on practical subjects. Thus, you have nearly a month in which to tell us not to send next month’s selection or an alternative book.

IMPORTANT NOTE: The cost of Executive Books is tax deductible if you use them in your business.

EXECUTIVE BOOKS 100 Avenue of the Americas, N. Y. 13, N. Y.
A DIVISION OF THE GREYSTONE CORPORATION



"—A secret stream . . . 5½ pound trout." Mr. Stahl with Wausau's Ed McEachron.

What is there about Wausau, Wisconsin, that makes it the ideal home for one of the world's most important insurance companies?

Employers Mutuals invited a famous American artist to visit its hometown and find out.

Wausau Story

By **BEN STAHL**, Noted artist; faculty member, Famous Artists Schools, Westport, Conn.

DISCOVERING a new town is like painting a picture. You start with a sketch. I knew only that Wausau was deer and fishing country, a humming business community, and a famous ski resort.

But the picture starts coming to life when you fill in your sketch with color . . . with people. This began to happen when I met Mrs. Joseph Coates.

This remarkable 84 year old woman greeted me as if we'd been friends for years. We chatted of Wausau's lumber days and the Scots and Germans who settled there in the early 1800's. It was "Bull River Falls" then.

"Our people work hard," Mrs. Coates said, "but they know how to enjoy life. We have a symphony orchestra of 50 members. And our Wisconsin Valley Art Association. Both are supported by our citizens—many from our larger companies, including Employers Mutuals."

Enjoy life? Take Ed McEachron. He's president of Wausau's Marathon Bait Company, one of the country's largest makers of fishing lures. Ed personally tests every new lure and fly himself (listen to this, fishermen!) in a "secret" stream not far from Wausau where the trout average 5½ pounds. He wouldn't say exactly where it was.

I ended with a good picture of why this very "real" city is an ideal home for Employers Mutuals. Much of Wausau's ways must rub off on the company. Much of the company's ways must rub off on Wausau. And both ways, it's good.



Employers Mutuals of Wausau are "good people to do business with"

There's a *Wausau personality* that you don't have to go to Wausau to find. It's a way of doing business. You'll find it in all our 89 offices throughout the country. We handle



Mr. Stahl talks art with Wausau's Jeannette Coates . . . inspects one of her paintings, discusses his own illustrations for a new edition of a famous Bible.

all lines of casualty and fire insurance, and are one of the world's largest writers of **workmen's compensation**. We have a high reputation in this field.

If you think workmen's compensation insurance is just "a convenient way to pay the inevitable cost of accidents," you

should talk to an Employers Mutuals man. He can show you that, more than in any other kind of insurance, the cost of a workmen's compensation policy is controllable. The better the company, the more controllable. Phone our local office, or write Wausau, Wisconsin.

Employers Mutuals of Wausau



► **INFLATION PROSPECT** worries official Washington as fiscal '55 opens this month.

Fears don't stem from stepped-up arms spending plans.

Limited arms aid to Indochina, France, can be made with little extra outlay.

What consumer may do (as Pacific policy shapes up this fall) frets administration more.

The question:

Will public hoard as insurance against possible scarcity—as after Korea?

That would drive up prices, wages, business costs.

The prospect:

President will insist on stand-by control authority, rise in debt limit, arms and equipment for Pacific "NATO."

► **NEW FISCAL YEAR**—for Treasury book-keeping—points up money problems.

Here's why:

More cash comes in to Treasury during first six months of calendar year.

Bulk is from income, excise taxes, custom receipts.

Over-all effect: deflation. With tax bills to pay, private money supply's held down, investment delayed.

In last six months, picture changes:

Taxes, for most part, are in. But Uncle Sam still has bills to pay.

Over-all effect: inflation. More money in circulation, plus government spending.

How does Treasury stand at start of new year?

Intake: \$65,000,000,000, about same as year ago.

Outlay: \$66,000,000,000, about \$4,-000,000,000 less than year ago.

Note: Continued economy can cushion inflation effect.

► **THIS IS PLUS, MINUS** of business picture for coming weeks.

It's from businessmen coast to coast, economists, financial analysts.

Plus:

Sixty per cent of those interviewed see continued upturn.

Forty per cent say dip's over, but upswing won't start 'til year-end.

Manufacturers' new orders are up, compared with year ago (\$20,000,000,000 to \$23,000,000,000).

Their sales are up (\$23,000,000,000 to \$24,000,000,000).

Their inventories are down (\$46,000,-000,000 to \$45,000,000,000).

Residential building contracts rise. New business incorporations increase. Commodity prices edge up. Stock prices gain. Weekly working hours lengthen.

Minus:

Business failures rise. Unemployment creeps up. Government spending dips.

Over-all: It's plus for most indicators, minus in few.

► **LESS THAN 20** per cent of World War II, Korea vets have used GI home loan privilege.

The figures:

Out of 18,000,000 vets (both wars), about 3,000,000 have used benefits.

That leaves market potential of 15,-000,000 eligible to buy no down-payment houses.

GI Bill runs out in three years—on July 25, 1957.

Loan loss to date: less than one tenth of one per cent.

► **U. S. FAMILY** buys about 2,500 different products.

That's during family-life period.

One-year purchases: about 500 items.

Some (food, for example) are bought frequently.

Others (durable goods) are bought once in a while.

Here's range of choice:

Grocery carries 3,000 different items. Drug, hardware stores, about 10,000. Department store, 500,000.

► **LABOR SURPLUS** areas increase.

There are 130 now—30 added in recent weeks.

But let's look behind this figure, find out what labor surplus is.

Yardstick is six per cent jobless. When city goes over that, it's in surplus category.

Remember: City can be at 5.8 or 5.9 for weeks—then layoff of few workers at single plant can push it over top.

Note: There's seasonal 2 to 3 per

cent rise in July unemployment. Even with this rise, number of jobless will stay below 4,500,000.

Employment pickup starts in August.

► **INCOME RUNS** at record pace—but retail sales slow down.

Why?

What people do with money they have—whether they save or spend, and for what—sends sales curve up or down.

Personal income's at \$283,000,000,000 level (annual rate), up slightly from year ago.

At same time, retail sales run about \$200,000,000 behind last summer.

Here's what Commerce Department, Federal Reserve figures indicate:

Spending for durables, nondurables is \$4,500,000,000 behind '53.

Spending for services is up about \$4,000,000,000.

Savings are about \$20,000,000,000.

All figures are annual rate.

► **BUSINESS ADJUSTMENT** separates sheep from goats. It doesn't mean slump—or boom—over-all.

Survey of 338 firms in more than 20 major industries shows net profits up 3.2 per cent from like '53 period.

But there's wide range in profit, loss:

Eight aircraft manufacturers list average gain of 74.5 per cent.

Nine textile manufacturers show average loss of 59.6 per cent.

There's range in production, too.

In autos: General Motors, Ford produce 14 per cent more cars than in '53 period; all others list production decline of 51 per cent.

What does it mean?

Tighter competition means loss for some firms, chance for further progress for others.

► **IT PAYS** to show your sales force what they haven't sold.

Minneapolis-Honeywell explores market, finds:

Ninety-eight per cent of American families did not move into new homes or apartments in '53.

Ninety-four per cent did not buy a freezer; 97 per cent no room air conditioner; 94 per cent no vacuum cleaner.

Ninety-four per cent did not buy a refrigerator; 92 per cent no electric shaver; 92 per cent didn't paint homes.

Eighty-nine per cent didn't ride in Pullmans or planes; 85 per cent bought no TV; 71 per cent no radio.

Note: Might keep this list handy to show salesmen who talk about market saturation.

► **TEEN-AGERS** are on march, market-wise.

Survey indicates U. S. population of 177,000,000 by 1963.

Greatest gain: in 14-17 age group. It will be 50 per cent larger than today.

Greatest relative loss: in productive age group (25-34). It will increase by only 3,000,000 in next decade.

Note: Study adds weight to need for automatic farm, factory—if production's to keep pace with population.

► **BARGAINS** don't show up in official price index. Example:

Bureau of Labor Statistics reports iron, steel prices at about 131. Year ago figures, 127.7.

With steel production off 25 per cent, tons of metal available in open market, price should show drop.

But BLS does no shopping, bases index figure on mill price.

Meanwhile, there's widespread price-paring, scores of bargains under last year's figure for alert purchaser.

Here's rent picture:

Index figure's up from 124.1 to around 128, doesn't reflect use of free month's rent, other sales promotions which reduce cost to lessee.

► **WHEAT SURPLUSES** take news spotlight from butter, other surpluses.

Here's why:

There's more wheat on hand now in U. S. bins than total of all domestic, foreign sales during '53.

Commodity Credit Corporation owns—or is obligated to buy—most of it.

Wheat accounts for \$35 of every \$100 in CCC's investment in price-prop program.

That compares with \$4 per \$100 for butter investment.

► **WHY DO** businesses fail?

Here's one reason:

washington letter

It's estimated that 80 to 85 per cent of present business management has taken over within past 15 years.

These managers have no experience with depression, intense competition.

But keep in mind:

Of 350,000 firms closing doors yearly, most are voluntary liquidations.

Only about 10,000 are failures with loss to creditors.

► **SELLING, FINANCIAL MANAGEMENT** are main problems for small business firms.

That's new finding of Small Business Administration after check of:

128 retailers, 113 manufacturers, 63 service firms, 27 wholesalers, 24 construction firms in all parts of U. S.

Other problems:

Human relations, taxation, procurement, controls (internal), production, buying, research, warehousing, storage.

Retailers report salesmanship number one problem, financing second.

For manufacturers: the reverse.

► **EASY MONEY** supports construction boom.

Monthly average of \$3,079,000,000 in building outlay's 2 per cent above year ago record high.

Most of gain's in nonresidential construction, but all segments are up.

Bank lending rates are down.

They may stiffen a little by fall.

There's huge supply of idle funds seeking investment, propped by record savings of public.

Straw in wind:

One major New York savings bank has representatives in Washington.

Their job: To seek vets' mortgage loans—no down payment required.

► **DOES VACATION** travel knock down retail sales?

No.

Commerce Department figures show:

More than 25 per cent of retail sales are made in June, July, August.

Only December, October, May, outrank these months.

Figures ('53):

Sales of \$43,000,000,000 out of total retail volume of \$171,000,000,000 took place in three summer months.

► **THERE'S SHARP RISE** in number of people buying savings bonds.

Forty-two per cent (with incomes over \$3,000 a year) buy E and H bonds.

That compares with 38 per cent last year.

Twenty-two per cent prefer savings accounts. It was 20 per cent year ago.

Eight per cent invest in real estate (for investment, not shelter), as against 14 per cent a year ago.

Seven per cent buy common stocks. That's drop from 9 per cent in '53.

► **STATES FACE** cost-cutting problems.

While federal budget's shaved, costs of running state governments mount.

Census Bureau lists total state revenue (including borrowings) of \$19,330,000,000 in '53. That's up 6 per cent over previous year.

Capital outlays, mainly for contract construction, amount to \$2,847,000,000, up 7 per cent. They're one sixth of total expenditures, show uptrend—while revenue levels off.

► **BRIEFS:** It's estimated that 5,000,000 out of last 7,000,000 homes built are too small for families living in them.

. . . Nearly 600,000 people hold air travel credit cards on 69 airlines in all parts of the world. . . . One out of 8 Americans buys an item at a retail store at any given hour—more than 20,000,000 transactions per hour, nationwide. . . . 17,730 private pension plans are in effect in U. S., covering 4,000,000 persons, with reserves of \$8,600,000,000, Institute of Life Insurance says. . . . 11,400,000 Americans will take vacation trips this summer by train, plane, bus or ship, while 76,000,000 will vacation by car, spending about \$12,000,000,000. . . . Japan and U. S. set up clearing house to facilitate exchange of investment opportunities; program's expected to spread to other nations in near future.

. . . 42 per cent of \$285,000,000 derived from excise tax on passenger transportation is collected from railroads, Internal Revenue Bureau says. . . . Air Force orders end to "booming" by its jet pilots moving into supersonic speeds—it's scaring too many people on the ground.

INSURANCE FACTS FROM PHOENIX



DID YOU KNOW..

That you can insure against the loss of your business earnings in the event you have to shut down or severely curtail your business operations due to fire or other hazard? Frequently, loss of earnings exceeds physical property loss . . . is often the cause of firms not resuming business. Protect your profits with Business Interruption Insurance.

WHEN YOU BUY INSURANCE BUY INTEGRITY



Phoenix

OF HARTFORD GROUP

All forms of Insurance except Life

The Phoenix Insurance Company
The Connecticut Fire Insurance Company
Equitable Fire & Marine Insurance Company
Minneapolis Fire & Marine Insurance Company
The Central States Fire Insurance Company
Atlantic Fire Insurance Company
Great Eastern Fire Insurance Company
Reliance Insurance Company of Canada

Executive Office: Hartford 15, Connecticut

1854 CENTENNIAL 1954

Letters TO THE EDITOR

Bolivia protests

The statement in the article, "Dagger At Our Backs," in the April issue of NATION'S BUSINESS that "Reds already control Bolivia" is completely false where Bolivia is concerned. It is the repetition of discredited charges which have been disproved time and time again.

In the first place, the statement made by President Eisenhower on Oct. 4, 1953, in an exchange of letters with President Paz Estenssoro, is in itself sufficient to show that the statement that "Reds already control Bolivia" is untrue. As you will recall, President Eisenhower told the President of Bolivia that the government of the United States would give grants amounting to several million dollars to Bolivia. Your President said:

"We appreciate fully the fact that the present emergency in Bolivia is one which the government and the people of Bolivia are unable to meet without the assistance of friends. The Government of Bolivia is already taking wise and courageous measures of self-help looking toward the diversification and stabilization of the Bolivian economy, but unfortunately these measures cannot produce their full effect in time to prevent severe suffering by the people of Bolivia in the immediate future."

Do you suppose that the President of the United States would have announced the grant to Bolivia, or would have referred to its government in such terms if the communists controlled the government?

The President also said that he had been given a firsthand account of the situation in Bolivia by his brother, Dr. Milton Eisenhower, and in this connection the President commented that Dr. Eisenhower has been among the strongest advocates of assistance to our country.

As you will recall, Dr. Milton Eisenhower, at the behest of the President, made a tour of Latin America last year and spent several days in Bolivia. It is incredible that Dr. Eisenhower would have strongly recommended assistance to Bolivia if its government were communist dominated. When we consider that these have given, in one way or another, their stamp of approval to the Bolivian government, the charge then raises questions which, when examined, make it perfectly plain that the accusation is completely ridiculous.

I would like in addition to call your attention to an interim report by the Senate Banking and Currency Committee on March 16, 1954, which discussed Bolivia. The group which visited Bolivia last year was headed by Sen. Homer E. Capehart, chairman of the

Senate committee, who is an industrialist of note and who is well known for his antagonism to communism. The report on Bolivia not only does not indicate that communists dominate or even influence the administration of President Paz Estenssoro but it indicates quite the opposite. It even cites a number of factors favorable to foreign investment. Among those mentioned are no restrictions on alien ownership of businesses, the desire of the Bolivian government to diversify its economy and the granting by the government of a concession to a United States firm for petroleum development.

It is well known, I think, that those governments which are controlled by communists never criticize international communism. In almost every speech I have made in the United States as Bolivian ambassador I have criticized communism. Again and again I have stated that my country has aligned itself with the West in the struggle now going on. This criticism has been repeated over and over by responsible officials of my government from the President down. One of the most vigorous declarations made on communism was that by Walter Guevara Arze, Bolivian foreign minister, at Caracas on March 9, 1954.

The vote of my country in the United Nations is further proof of opposition to communism and communist imperialism. Bolivia voted against communism at the recent Inter-American conference in Caracas.

If you will read the article, "Dagger At Our Backs," carefully again I think you will find the real reason why the attacks are made upon Bolivia. In October, 1952, Bolivia nationalized the mining properties belonging to the Patino, Aramayo and Hochschild groups, the so-called tin barons. The reactionary tin barons had ruthlessly exploited Bolivia for generations. They had done their best to keep a nation rich in resources in a state of poverty and ignorance. They brought nationalization upon themselves. Now, having learned little or nothing, they are spending a good deal of money in trying to smear the administration of President Paz Estenssoro. Occasionally they find someone who is gullible enough to swallow their propaganda.

There are other misstatements of facts and distortions with regard to Bolivia in your article but I will not attempt to deal with minor details. I think I have said enough to show clearly that you have done my government and country a great injustice. If you will go to responsible officials at your State Department I am certain

(Continued on page 74)

Financial lesson for today!

A Smart
Businessman + A Good
Truck (DODGE) = A Good
Investment!



DODGE
"Job-Rated"
TRUCKS

Smart and successful businessmen are always on the lookout for a good investment!

If your business is investing in someone else's, don't overlook one of the biggest investments in the nation . . . the 9 million trucks on today's highways. And take a good look at the business potential of the individuals selling the truck whose name appears on over one million trucks now on the road . . . DODGE.

It's smart business to go along with the best and wisest choice of all for a sound investment in trucks . . . Dodge "Job-Rated" trucks.!

P. S. If your business requires trucks, your local Dodge truck dealer can show you why this is true, too.

*A better deal for
the man at the wheel...
and a better deal for the
man behind the deal, too!*



"I just closed a \$14,000 order (thanks to our Todd Disburser)"

With the hours that he used to spend signing checks by hand, one executive built up contracts and sales among a group of key customers.

Another uses his time to cut costs and increase his company's efficiency.

A third devotes his attention to costly and knotty distribution problems.

It's *productive* time now—for management, stockholders and employees. Executives are making decisions no one else can make, instead of doing the work that a machine can do faster and with much greater control and safety.

The Todd Disburser is three machines in one. It dates automatically. It controls and counts every signature. It shreds amount lines into check fibres with indelible ink.

To get all the facts—mail the coupon. It may be one of the most important things you've ever done for your company.

Todd
COMPANY, INC.

ROCHESTER SALES OFFICES IN NEW YORK PRINCIPAL CITIES

DISTRIBUTORS THROUGHOUT THE WORLD

THE TODD COMPANY, Inc.
Dept. NB, Rochester 3, N. Y.

Please have your representative telephone me for an appointment.

Name of firm _____

City _____ Zone _____ State _____

Telephone _____

By _____

NB-7-54

R. S. Duffus

BY MY WAY



No time to waste

SO, AS predicted exclusively in these columns, we went to Italy, leaving by steamer. I had to smile at a passenger, in mid-Atlantic, who was annoyed when it took him nearly half an hour to get his breakfast. He had an engagement, as I recall, to go up and sit in a deck chair and wait for the steward to come around with the mid-morning snack. But I couldn't argue with this character, foolish though he was. It was I.

A bit of seagoing

THERE was, or seemed to be, the usual amount of water in the Atlantic Ocean and the Mediterranean Sea when the *Andrea Doria* took us to Italy, but it was not acting up. For a bathtub it would have been rough maybe, but for a vast expanse of sea it was as smooth as a well planed board. This left all of us willing and able to eat. One man at our first table ate five desserts and had to be taken off by a cargo hoist at Gibraltar. Or so I was told.

Passengers on ocean liners really go back to infancy eating five or more times a day, tucked in by deck stewards. As for seagoing in general: It is no longer a way to go places. That is for the birds—the man-made birds called airplanes. Seagoing is a way of life. As such, I love it.

Calling at "the Rock"

THE Straits of Gibraltar are what we traffic experts call a bottleneck.



For six days we had seen only one or two ships—now they were converging or diverging all around us. We

all seemed to have plenty of room, though. I believe I betray no military secret when I say the Rock of Gibraltar is still there. I would like to think it a symbol of the strength of freedom in this shaken world.

Money is funny

I AM NOT in favor of a universal language, which all speak. However, I do wish we had a universal currency, so that I wouldn't have to figure whether or not I was being extravagant if I paid 1,000 liras for a good meal in a good restaurant.

In Italy people sang

ITALY isn't a rich country by our standards, but it has a sort of wealth that is real, even though it couldn't be deposited in a bank. People sing in the streets and at their work. They often sing well, too. I wish we did that.

Not so old

FOREIGNERS have peculiar ideas of what is new and what isn't. Naples has a "New Castle" that was built in



the year 1301 A.D. In Perugia we saw a wall that looked rather time-worn at the top, but our guide said this wasn't so; it was a medieval wall, a thing of yesterday, so to speak. I said that the next layer down must be old, anyhow, but he answered that it wasn't, it was Roman, and the one next below was Greek, and, the way he thought of it, not so very far back. But the bottom layer was Etruscan and maybe 2,000 years old or so, and even the guide had to admit this wasn't yesterday. He thought, though, that there might be something even older further

down if we had time to dig for it. I was going to brag of having once lived in a house in Vermont that went back to just after the Revolution—but I didn't; bragging is vulgar.

Marble Halls

WE PASSED not far from the Carrara marble quarries. We were told, and the bathrooms seemed to prove it, that in that region marble was pretty cheap. Indeed, some persons lived in what the old song calls marble halls because they couldn't afford wood or plastics.

Washing on the line

IN ITALY (as it used to be in old-time Vermont) a housewife, even though fabulously wealthy and of noble birth, takes pride in hanging the washing out where all can see—and the earlier in the morning the better she feels about it. It seems that a lot of washing, of an obviously expensive nature (and again this reminds me of my New England childhood), builds up the owner's social status.

And the streets are clean

THE streets of Italian cities are neat and clean. One reason for this is that each city maintains a little army of street cleaners, the most picturesque and effective of whom go around on bicycles, with a trash can



slung in front, and collect litter before it can accumulate.

Journey's end

FROM Genoa, homeward bound, we took a train for Paris, where it shouldn't have rained but did, and from Paris we took a plane for New York. We have crossed the ocean by plane seven times, and now such a crossing seems like a glorified bus trip.

We are ten minutes late at Idlewild—not too bad, some of us say.

I don't dare mention this to my wife, who does most of the planning and practically all of the packing and unpacking, but I am wondering where we will go next. Because how can one have the happy sensation of coming home if one doesn't keep going away?

<p>KAWNEER'S National Accounts Department</p>	<p>KAWNEER'S 1200 Factory-Trained Installing Dealers</p>
<p>KAWNEER'S 50 Years of Store Front Experience</p>	<p>KAWNEER'S Nationwide Warehousing and Factories</p>
<p>KAWNEER'S Research and Engineering</p>	<p>KAWNEER'S Reliable Service</p>

Experienced hands to solve your building front problems

Revolving around a group of thoroughly experienced men is the Kawneer National Accounts program. These men are equipped to offer you the finest service available on any of your building front construction problems. They work as a group, some performing the responsibility of contact and follow-up and others the home office responsibility of detail and correspondence. At their fingertips are 1200 Kawneer factory-trained installing dealers, nationwide Kawneer factories and warehouses, and Kawneer's Research

and Engineering Department. They have the facility and authority to bring any or all of these factors into play to service your needs on a moment's notice. Use this special Kawneer service now.

Whether you have an established building front style, are developing prototype installations, or in the midst of remodeling a number of buildings, Kawneer can be of service to you on everything from quick delivery of material to developing a special line of products to suit your needs.

Feel free to call on Kawneer for help. We offer our service with the "Kawneer Touch" to your Executives, Architects, Designers, Field Men, or anyone in your organization who may have a question or problem for us to answer. Phone us now, or write Kawneer, Niles, Michigan.





"DOES THIS MEAN ME?"

"**H**IGHWAY SIGNS are for everyone's protection, Sonny: But some motorists don't pay attention to them." Heed warning signs along the highways, and observe hand and mechanical signals. *Cooperate with your friend, the Traffic Officer.* Drive only at reasonable speeds. Slow down after dark. Keep in your own lane, and never insist on the "right of way." Pass only when you have clear vision ahead. Don't mix drinking and driving. Stay a safe distance behind the car in front of you. Have your car inspected

regularly and keep it in top mechanical condition.

Careful driving helps prevent accidents... adequate auto insurance protects you from *accident losses*. Find out from your Hardware Mutuals representative if your car is insured *within safe limits of liability*. He'll explain the many advantages of Hardware Mutuals *policy back of the policy*.®

Just call Western Union, ask for Operator 25, and request the name and address of your nearest Hardware Mutuals representative. His helpful services are yours for the asking!



Insurance for your AUTOMOBILE...HOME...BUSINESS

Hardware Mutuals.

Stevens Point, Wisconsin • Offices Coast to Coast

HARDWARE MUTUAL CASUALTY COMPANY • HARDWARE DEALERS MUTUAL FIRE INSURANCE COMPANY

OF NATION'S BUSINESS Trends



BY FELIX MORLEY

THE STATE OF THE NATION

ABSTRACT political problems, such as the proper division of constitutional power between the legislature and the executive, are not always readily understood. Therefore it is our tendency to identify theoretical issues with the politicians who must take a position on them. Men are more colorful and more interesting than detached ideas. Indeed, no idea has life until espoused and made a part of himself by one who labors to give it reality.

There is nothing new in this identification of political issues with public men. Our two-party system originated in the sharply contrasting viewpoints of Alexander Hamilton and Thomas Jefferson. The former advocated centralization of political power so strongly that he was accused of favoring monarchy. Jefferson was so anxious to make dictatorship impossible that he was called an anarchist. We owe it largely to the genius of James Madison that the Constitution established a middle course between these two extremes. And we owe it largely to the character of George Washington that both Hamilton and Jefferson, the leading members of his Cabinet, were led to work together in spite of their fundamental differences.

But the eloquence with which each presented his viewpoint, in and out of office, attracted ardent followers, who were called "Hamiltonians" and "Jeffersonians" long before more general party labels were conceived. So Americans began to vote, and they continue to vote today, more in terms of the political leader than of the philosophy which he

brings to focus and tends to symbolize for them.

Because of this personal trust it is imperative for the political leader to be generally consistent and at least seemingly sincere. Of course, if he can grant favors and distribute patronage, some hangers-on will work for the "boss" regardless of the opportunism he exhibits. But where men are free to criticize, to express opinions, and to vote without fear, the majority will follow a leader as long as they think him honest and no longer. And that is precisely because the outstanding political leader becomes such only as the embodiment of an idea, and therefore must continuously fight for it in order to keep his reputation. This does not mean that the electorate is fickle, any more than baseball fans are fickle when they lose enthusiasm for a king of swat who can no longer produce home runs. When the popular idol, in sport or politics, fails to fulfill great expectations, the reason for his being a popular idol has disappeared.

• • •

All this explains why Sen. Joseph R. McCarthy has lost popularity in recent weeks, and it explains, conversely, why President Eisenhower, who had been slipping in vote appeal, is now getting it back. Few are so naive as to think that the issue between these two men is communist infiltration of the administration, to which Ike is as sternly, if not as flamboyantly, opposed as Joe. That is merely a cover for the real issue, which is simply where the line separating legislative and executive authority

should be drawn. Only experts fully understand the niceties of that constitutional problem. But everyone can appreciate

a struggle for power between an ambitious, forceful senator and a politically inexperienced President.

What has been loosely called "McCarthyism" owed its initial strength to a natural and anxious reaction against the tendency toward executive dictatorship. Beginning with the New Deal, and continuing at least until President Truman's attempted seizure of the steel industry, the White House gave many indications that it would be happy to govern without the aid of Congress. A servile attitude was demanded from both the Senate and House. Indeed, Mr. Truman's arrogance toward the legislature was outspoken. Because the Republican Eightieth Congress crossed his will, the President defined it as "the worst" in our history, then grudgingly modified this indictment to "second worst." And to show that it was all criticism that he disliked—not merely partisan opposition—Mr. Truman proceeded to insult one of the most respected leaders in his own party, by asserting that there were "too many Byrds" in Congress. All this followed the usurpation of the Senate's power committed by Mr. Roosevelt in making the infamous Yalta Agreement with Stalin, and the almost equal ineptitude shown by Mr. Truman in trying to ridicule the Alger Hiss case as a political "red herring."

Against this background, of which only a few highlights are here recalled, a sharp reassertion of congressional authority was to be expected. It was just bad luck for President Eisenhower, a man who clearly has no desire to exceed his constitutional prerogative, that the brunt of the reaction fell on him. Nobody doubts that Mr. Eisenhower was from the outset dedicated to cleansing the executive branch of communists and their fellow travelers. That is as certain as the fact that there was serious communist infiltration under the New Deal. But this latter circumstance has been exploited by Senator McCarthy in a manner making the President's house cleaning more, rather than less, difficult. Thus the pendulum swung from the extreme of executive to the extreme of legislative usurpation of power—until Mr. Eisenhower quietly but firmly informed the senator that he had gone too far.

The President's timing in this matter was excellent. For when the order withholding certain information from the Senate was issued, much doubt had already been cast on the purity of Senator McCarthy's attack on Army Secretary Stevens. The none too lovable personality of Mr. Roy Cohn had become familiar to all who watch television. And the almost unbelievable story of pressure in behalf of Private G. David Schine was raising eyebrows everywhere. Since Senator McCarthy was so

aroused by the coddling of communists he should logically have been a great deal more sensitive about the effort to coddle Private Schine. And since Senator McCarthy was so vehement about the arrogance of appointed executive officials he should logically have done something to trim the wings of Mr. Cohn, also a personal appointee and no shrinking violet by any standard of modesty.

So what at first had appeared to many as Senator McCarthy's great crusade acquired more and more the aspects of a personal vendetta. The senator had failed as an embodiment of righteous resistance to executive usurpation. He was, on the contrary, revealed as one quite willing to do some usurping on his own account.

The men who wrote the Constitution, embedding therein the doctrine of divided and balanced powers, saw very clearly that usurpation might come from more than one direction. The cogency and timelessness of their thinking is well illustrated in No. 48 of *The Federalist* papers, in which Madison warned that this republic would have to be on guard against legislative as well as executive tyranny. This little essay was first published on Feb. 1, 1788. But it is more sharply applicable to Senator McCarthy than a great deal of what is written about him currently.

"The legislative department," wrote Madison more than 166 years ago, is able to "mask, under complicated and indirect measures, the encroachments which it makes on the coordinate departments"—the executive and judiciary.

Here is the heart of the valid criticism of Senator McCarthy—not that he has been too zealous in his valuable fight to eliminate subversives from the government, but that in the process he has more and more tended to regard himself as judge, jury and lord high executioner. In the process he has clearly crossed the indistinct line where conscientious service as a senator ends; has bulled his way into the preserves of executive and judicial function where the Constitution says no senator should trespass. And he has concealed this encroachment, as Madison warned would be the case, "under complicated and indirect measures."

Ours is a highly ingenious system of government. More than a century ago a keen French thinker—Alexis de Tocqueville—wrote that he marvelled "at the variety of information and the amount of discernment" it requires on the part of the American people. The same, however, could be said of the intricacies of the modern automobile. There are, fortunately, millions of good drivers who have only a vague notion of how their cars operate. But they drive, both swiftly and on the whole safely, because they have good reactions and a decent respect for the rights of others.

It is the road hog that causes traffic jams and accidents—whether on the highway, in the White House, or in Congress.

MONEY MODULE

...the first and only complete Employee-Benefit Plan
specially designed for smaller employee groups

MONEY MODULE

is a completely new multiprotection plan.

In one package, it offers various combinations of:

1. Retirement pension for the employee.
2. Death benefits for his dependents.
3. Income to his widow to supplement Social Security.
4. Disability income for the employee.
5. Hospital and surgical benefits for the employee and his family.

The word "MODULE" means "unit." MONEY MODULE is made up of basic units of insurance and retirement benefits. It's a "build-your-own, unit-by-unit" plan providing the desirable combination and amount of benefits.

Until the invention of MONEY MODULE, there was no comprehensive employee-benefit plan specially designed for small groups. Group insurance and annuities—as conventionally used by larger organizations—do not adequately meet the need in a smaller firm. And retirement plans for small groups using regular retirement policies are often inflexible and expensive.

Yet a good employee-benefit plan is one of the most important assets of any company. It keeps employee morale high, makes people proud of the company they work for, reduces costly turnover, and gives workers a feeling that they count as *individuals*—all of which is good for productivity.

Now, these advantages are no longer enjoyed exclusively by large firms. For, with MONEY MODULE, the smaller business can meet the larger companies on their own ground—offer employee benefits *even more attractive than those the competition offers*, at the right price!

It's often possible to cover employee groups of as few as 10 to 25 people. And MONEY MODULE employee-benefit plans have been installed at costs ranging from 1% to 10% of pay roll. In some cases, part of this cost has been covered by employee contributions.

Electronic "Brain" Makes MONEY MODULE possible.

New electronic equipment handles the complex "paper-work" of this amazingly flexible plan so speedily and so efficiently that MONEY can pass on the resulting savings and benefits of unit construction!

Check these important advantages of MONEY MODULE

1. Costs less! More benefits for less cost than other plans for small business firms!
2. Covers older employees! Older employees can be given adequate benefits without undue initial heavy investment!
3. Unit costs grow smaller as plan grows larger! Because of its unique structure, MONEY MODULE can reduce the unit cost per person as the average size of the benefit per person and number of lives covered increase.

FLEXIBLE • ADAPTABLE • ECONOMICAL • EFFICIENT

Send for full details—today! Mutual Of New York is the only life insurance company that offers this unique plan. Let a MONEY representative show you why it is the most beneficial, most flexible, most inexpensive employee-benefit plan ever offered to smaller business firms. Just mail the coupon.

MUTUAL OF NEW YORK
THE MUTUAL LIFE INSURANCE COMPANY OF NEW YORK
"FIRST IN AMERICA"

MUTUAL OF NEW YORK, Dept. NB
Broadway at 35th Street, New York 18, N. Y.
I'd like to find out more about MONEY MODULE—and
what advantages it offers me and my employees.

Name _____ Title _____
Company Name _____
Type of Business _____ No. of Emp. _____
My fiscal year ends _____
Address _____
City _____ State _____



any way you look at it
you get
more
with

KOMPAKT

—the file
with the
extra drawer



Remington Rand

For information about this amazing new file,
write for free folder LBV692, Room 1707,
315 Fourth Avenue, New York 10, New York.



WASHINGTON MOOD

BY EDWARD T. FOLLIARD

THE hullabaloo over the Army-McCarthy feud has obscured nearly everything else on the Washington scene. This certainly has been true of the Eisenhower legislative program, the main business of Congress, which until now has taken a bad beating in the battle of the headlines.

Also overshadowed has been a significant political development. It is this: The Democrats have decided to drop or, at least, to soft-pedal what their foes called the "gloom and doom" talk about the business situation.

For a time this looked like a promising issue. Stephen A. Mitchell, chairman of the Democratic National Committee, was predicting that the big question in the voter's mind in the November congressional elections would be: "Am I better off or worse off in 1954 than I was in 1952?" He and other Democratic orators were pointing to the downturn in business and the growing number of unemployed. They were demanding that the administration do something.

Somewhere along the line the Democratic strategists concluded that there was little or no profit in this kind of talk. Their economic advisers (both big parties have them) reported that business had reached a sort of plateau; they reported also that there was a good prospect of a pick-up in the late summer or early fall. Gradually, the recession talk all but disappeared from Democratic oratory.

"We don't think that the business situation is anything to brag about," one influential Democrat said recently. "But now we don't look for any dramatic fall-off this year. To tell the truth, some of our people on the Hill never did like the idea of making the economic situation an issue; they didn't like being called 'prophets of gloom and doom.'"

"Anyway, we decided that better issues were available to us—the McCarthy matter, for example, and the President's lack of leadership."

This points up another important political development—President Eisenhower's decision to go to the people and fight for his legislative program. He says that, from here on, he is going to speak out for it at every opportunity. It is the first time he has

tried to build a fire under Congress in an effort to get action on his proposals.

From the outset, the chief executive has had one overriding thought—to make good on the 1952 promises of the Republican Party with respect to foreign policy, economy in government, tax reduction, expansion of social security, a workable farm program, and so on.

He has been appalled at the way this great goal has been overshadowed by things which he considers of far less importance, meaning especially the battle between Sen. Joe McCarthy and the Army. From his expression, from his public utterances, and from what his associates have said privately, one gets the impression that his thinking has been along these lines in recent weeks:

"What has happened to us Americans? How in the world could we be so divided on such an issue? Are not all of us against communism, all of us, that is, except the communists themselves, a fraction of the population? Isn't it obvious that this is just what the communists want—to see us divided and quarreling? And does anybody really believe that I am not doing my best to guard the government against communists? In heaven's name, let's be done with this hysteria, and get on with our job."

• • •

President Eisenhower never before has had to deal with a man like Senator McCarthy. In the beginning, when he first faced a challenge from the Wisconsin Red hunter, he seemed to be surprised and puzzled. Over the months, he has registered other emotions—annoyance, anger, and something bordering on disgust.

Some of the President's political advisers, including men who insisted that they understood Senator McCarthy, gave him a bum steer last winter. They assured him that there was no real danger of a party split, that in the end Joe would "come around."

The truth is that not many politicians around here have really understood Senator McCarthy. Too often in the past, they have assumed that Joe was, after all, pretty much like themselves. Did he like publicity? So did they. Was he less than dainty

in handling communists? So would they be, too. Did he like power? Well, what politician didn't?

Whether Senator McCarthy is a headline-hungry demagogue, as his detractors say, or a dedicated patriot, as his admirers say, is an argument that promises to go on for many a day.

But this much can be said objectively about Senator McCarthy: He is in a class by himself on the Washington scene. He is far more audacious than the run-of-the-mill politicians on Capitol Hill. He likes a fight as much as President Eisenhower hates one. He is a rough fighter and a hard one, shrewd and steady of nerve. He hardly ever loses his head, even when he seems to be exploding with anger.

Having switched from the Democratic to the Republican Party early in his political career, Senator McCarthy is not greatly concerned about party regularity; and this, it may be said, is one reason that his following (still a substantial one) is made up of members of both great parties.

He praises General Eisenhower, saying things like "I think he is an honest man," but he is not the least bit in awe of him. He says he expects to be around Washington a long time and to see "Presidents come and go." This is another thing his admirers like about him, and which leads them to make the familiar remark: "Joe has guts."

Senator McCarthy has what almost amounts to a genius for making news. Old-time reporters here agree that they have never seen his equal in Congress. He is such a newsmaker, indeed, that he has become what is known in the newspaper profession as "a run." This means that the big news services and newspapers like the *New York Times*, the *Washington Post and Times-Herald* and the *Baltimore Sun* have for a long time assigned reporters to do nothing but report on McCarthy. For these reporters, it is a full-time job, just as covering other "runs" is for their colleagues.

As has been said, nothing in President Eisenhower's long career prepared him to deal with a man like Senator McCarthy. In the Army, where he spent 40 years, men have specific chores to do, and they do them or else. The emphasis is on chain of command and teamwork. He hoped that teamwork would be the watchword of his administration, with the executive and legislative branches going along, not as rivals, but as "partners."

It hasn't worked out quite that way, although it has been a long time since any White House occupant has tried so hard to get along with the lawmakers and to avoid quarrels.

Senator McCarthy is not regarded at the White House as a team player. The *Congressional Quarterly*, in a recent tabulation, showed that he had given the administration his "active support" this

year only 27 per cent of the time, whereas his Wisconsin colleague, Sen. Alexander Wiley, had gone along with the administration 54 per cent of the time. This, however, has had little to do with the controversy that has rocked Washington these past few months.

• • •

The whole thing began with a difference of opinion as to the relative importance of the communists-in-government issue. Strangely, President Eisenhower's first utterance on this was aimed, not at Senator McCarthy, but at his good friend and top political technician, Leonard Hall, chairman of the Republican National Committee.

Mr. Hall said last November that one of the "main issues" of 1954 would be the elimination of communists and left-wingers who came into the government in the 20 years of Democratic rule. A few days later, at a news conference, President Eisenhower was asked about this. He said he hoped that the Reds-in-government issue would be dead by the time of the '54 election.

The chief executive later elaborated on this. He said that the big task of the Republican Party was not to hunt Reds at home but to enact a dynamic legislative program. He said that unless it did enact such a program it did "not deserve to remain in power." He said in effect that he would see to it that the government was purged of communists.

It should be borne in mind that at this time the communist issue was regarded by politicians—certainly by Republican politicians—as something with which to flog the Democrats.

Hardly anybody imagined then that the Republican administration itself would be a McCarthy target in this field. The warning came Nov. 24 when the Wisconsin lawmaker, in a speech that was supposed to be an answer to Harry S. Truman, flung this challenge to President Eisenhower: "The raw, harsh, unpleasant fact is that communism is an issue and will be an issue in 1954." He didn't stop there. He said he was becoming disturbed by the Eisenhower administration's handling of the communist issue, and went on to recite cases where, he said, "our batting average is zero."

I remember talking at this time to some of President Eisenhower's lieutenants in the White House. They were divided. Some thought he ought to have a showdown with Senator McCarthy and let the country know who was head man around here. There were others who opposed such a bold course.

How the Army-McCarthy controversy will affect the November elections is something for the future to answer. This much, however, is certain: The Democrats are breathing easier about the communists-in-government issue. Some of them are planning to capitalize on the row by speaking up for President Eisenhower, by defending his patriotism and by arguing that he is just as eager to get rid of communists as Harry Truman was.



9 A.M.

The man with the MARCHANT
has his answers!

The man with the pencil will be
lucky to finish by mid-afternoon



High speed,
automatic
MARCHANT
Figurematic

Can you afford to pass up a five or six hour edge on your competition? With a MARCHANT calculator you can do your figuring in a fraction of the time you're now spending. You can turn those hours of profitless drudgery into *extra* hours of profitable production. Any business, any office . . . no matter how small . . . can turn time into money with a MARCHANT. ★ Call the local MARCHANT MAN and get a time-test run on your own figurework. You'll discover that for simple, accurate, time-saving operation . . .

Any way you figure — IT'S MARCHANT!

Send
this
coupon

MARCHANT AMERICA'S FIRST
Calculators



Find out how a MARCHANT calculator will help cut your figurework costs and lighten your figuring burden. Mail this coupon with your business letterhead for free . . .

Index to Modern Figuring by Marchant Methods ☐

Descriptive literature on Marchant Calculators ☐

MARCHANT CALCULATORS, INC., OAKLAND 9, CALIFORNIA

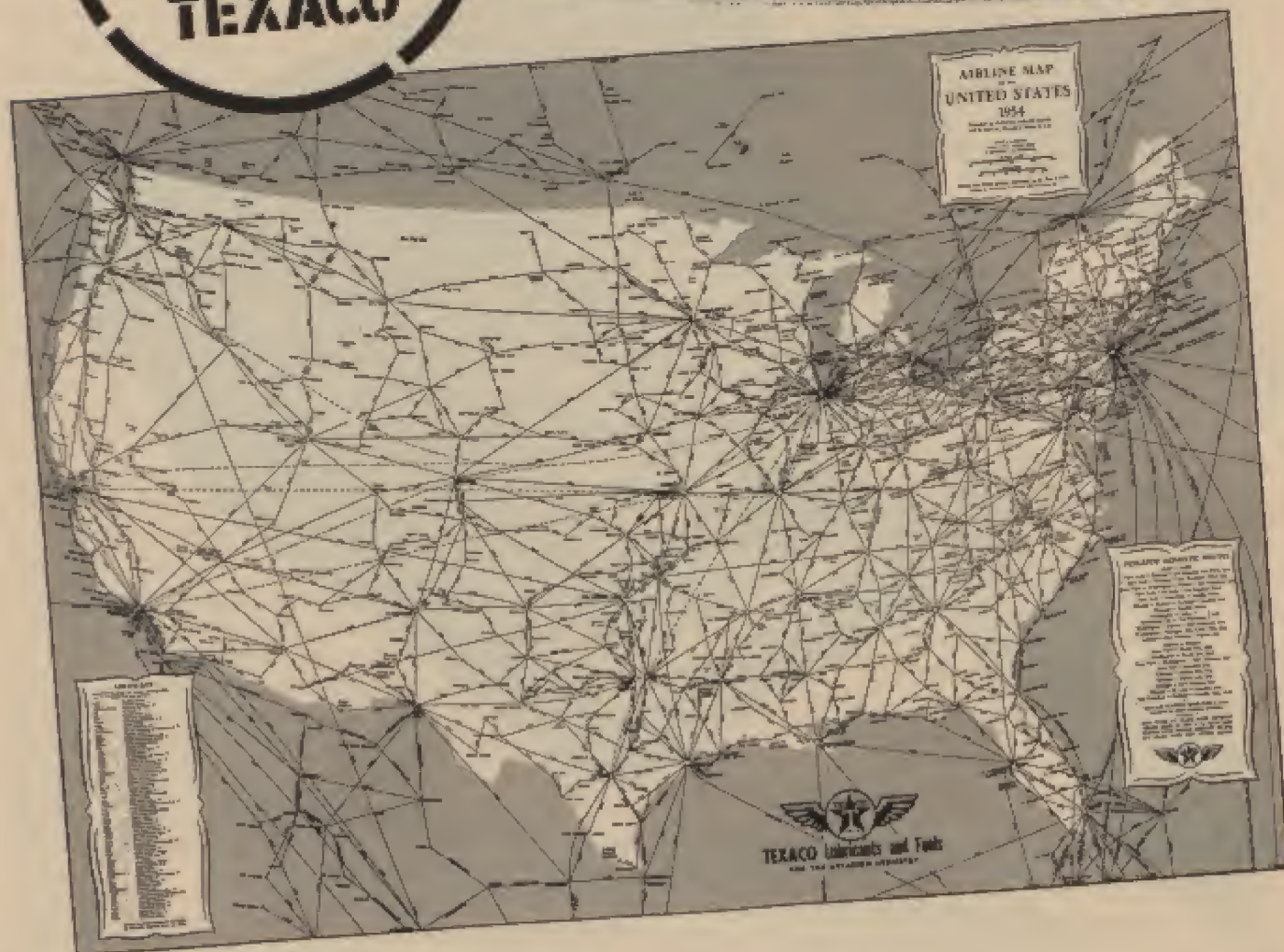
8-7

**THE
TOUGH JOBS
GO TO
TEXACO**

THE AIRLINE BUSINESS IS *big* BUSINESS—

and a big user of Texaco! This map is a good indication. Of the 33 U.S. airlines whose routes are shown on it, 78% use *Texaco Aviation Products*. And of all airlines shown (including foreign), more than half use Texaco. All of which backs up this fact:

For over 15 years, more scheduled revenue airline miles in the U.S. have been flown with Texaco Aircraft Engine Oil than with any other brand.



The Airline Business is just one of the many great industries which have achieved top results through the use of superior Texaco Products and the services of skilled Texaco Lubrication Engineers. Texaco can help achieve these same goals in every major field of industry and trans-

portation. One agreement of sale will serve all your plants wherever located. For details, call the nearest of the more than 2,000 Texaco Distributing Plants in all 48 States, or write The Texas Company, 135 East 42nd Street, New York 17, N. Y.

TEXACO
INDUSTRIAL LUBRICANTS



Ignorance CUTS PRODUCTION AND DEFENSE

In this age of increasing technical and mechanical complexity extensive knowledge and highly-developed skills are at a premium in the factory, on the farm and in our national defense program. Yet our national illiteracy hurts our whole economy

By SAM STAVISKY

IN THE past year the Army was compelled to teach 120,000 draftees enough of the three R's to put them on the mental level of kids who have completed four grades of grammar school.

The Army has more important things to do than teach inductees the rudiments of reading, writing, and simple arithmetic. Yet, it has no alternative. Modern weapons are valueless, even dangerous, in the hands of illiterates.

The same is true of modern production machinery in industry and agriculture. This means that, as our technology advances, the illiterate is becoming more nearly a total loss in the American way of life.

The problem daily becomes more serious as our growing population requires increased efficiency at every level of our production system. In the face of a communist enemy with greater resources of manpower and perhaps equal resources in production, this weakness could lead to calamity. Machines, like weapons, are useless in the hands of those who cannot understand them.

The Army's effort to man its ultramodern weapons provides a disturbing illustration of our danger.

It is generally recognized that, during World War II, the Army hit the bottom of the bucket in dredging the ranks of draft eligibles for manpower. But even during the partial mobilization for the Korean conflict, and in the uneasy peace which has followed, the Army has been forced to accept low-caliber manpower for the handling of high-caliber firepower.

Today, one out of every ten draftees the Army accepts is a "functional illiterate" lacking the capacity to learn possessed by the average fifth-grade pupil.

Today, three to four out of every ten draftees taken into the Army are marginal soldiers. Many of them must be assigned to common labor details, or housekeeping duties, because of their substandard mentalities.

Today, 36 per cent of the Army's enlisted strength

is classified as Group IV, the lowest mental category accepted for service. Inductees make up the bulk of this group, plus the professional privates who like the peacetime service but who—according to the Army—do not make good combat soldiers. Relatively few of these marginal men will rise to the noncommissioned officer ranks—the cadre on which the Army must speedily build to wartime strength in time of emergency.

The Army is probably a little better off today in respect to its burden of undesirable inductees than it was six years ago. At that time, the Army was being swamped with marginal GI's, while the other services skimmed off the available brainpower.

The Selective Service Act provided that draft eligibles could not be rejected on mental deficiency grounds so long as they attained a minimum score on the Army's screening test. Congress set this minimum lower than the Army would have preferred. The other services, filling their personnel needs with volunteers, did not have to take the draftees, so that the Army wound up with most of the substandard recruits.

The late Secretary of Defense James Forrestal, in an effort to ease the protesting Army's load, issued a directive in 1948 calling for an equal division of inductees among all the services on the basis of mental fitness.

The Forrestal formula provided, in effect, that each service was to get the same percentage of "bright boys," or officer material (Group I), good prospects for promotion to "noncoms" (Group II), fair prospects for "noncom" advancement (Group III), and the unwanted marginal men (Group IV).

However, loopholes in the formula permitted the Air Force and Navy to acquire more of the higher-type recruits. As exclusive recipient of the draft, the Army could turn none away who met the minimum mental score on the screening test.

The Army's leaders, military and civilian, screamed in horrified anguish when Congress, in 1950, further

These men are acceptable for service in the Army

GROUP I—

This represents the cream of the crop of last year's draftees

GROUP II—

This proportion of men performs generally in a highly satisfactory manner, has excellent prospects for promotion to "noncans"

GROUP III—

These men can do most Army jobs satisfactorily, but have fewer capabilities, only fair prospect for advancement compared with Group II



IGNORANCE *continued*

lowered the minimum mental score for draftees to the bottom level of World War II. There was tremendous political pressure for such action. Southern members of Congress denounced the "high" minimum mental score which resulted in high rejection rates for the South's draft-age Negroes. The draft boards, led by Maj. Gen. Lewis B. Hershey, head of the Selective Service System, were concerned that the Army wasn't properly utilizing its manpower, and simply couldn't afford to pass up the physically able draftees merely because of their mental insufficiency.

Congress rejected the Army's pleas against lowering the mental minimum score for draftees, but it did order the Department of Defense to tighten up the Forrestal formula so as to give the Army a fair shake at obtaining more of the bright boys and fewer of the dullards. To this end, the Department of Defense set up a number of rules to prevent cheating—the services competed hard to obtain the better grade recruits—and at the same time ordered all recruits to be tested at the same Armed Forces Examining Station, rather than at individual service examining stations. Under this change, the Army did get a better break, in terms of manpower, than in the past.

Yet, the Army found it had been compelled to induct 43 per cent of its recruits in fiscal 1953 from the men who fell in Group IV or below. In that year, the Army wound up with eight out of ten marginal recruits reluctantly accepted by all of the armed forces.

Trying to make the most of its marginal manpower, the Army created a string of special schools which since mid '49 have graduated 257,000 illiterates to the level of a fifth-grade beginner. However, it made the mistake of sending the marginal men into regular recruit training first and then to special literacy school.

Early this year, the Army recognized its error and established seven transitional training units to which the marginal draftees are sent first. Only after graduation from the transitional schools are the illiterates sent on to regular recruit training. The transitional schools provide not only a minimum literacy standard, but they also give the marginal men a taste of military training so that they will not immediately stick out as the company "eight balls" when they show up for regular recruit training.

Special English-language training also is given to the draftees who lack an adequate command of our national tongue.

The Army hasn't been enthusiastic with the results

of its special schooling. One reason is the time element. The other services, which take only volunteers except in the worst of emergencies, get four years out of each inductee. The Army, dependent mainly on draftees, is limited to two years. Take out the necessary time for training, furloughs, illness, processing, etc., and the two years dwindle to 16 or 17 months of utilization for each draftee. The illiterates lose an additional two to four weeks learning to unravel the simpler mysteries of the ABC's, and even after graduation some have to be discharged as hopelessly unqualified for military duty.

The Army, in fact, has a poor opinion not only of the illiterates, who are on the bottom of the mental totem pole, but of the Mental Group IV soldiers generally. Data based on tests and experience make it clear that the use of personnel of relatively low mental ability is costly from the standpoint of training, disciplinary problems, and manpower utilization, according to Assistant Secretary of the Army (for manpower) Hugh M. Milton II, a retired major general who served in both world wars.

These marginal recruits, Mr. Milton notes, have a failure rate four to seven times as high as other GI's even in the simpler technical courses such as those for clerks, machinists, and track-vehicle repairmen. For example, approximately two thirds of the marginal soldiers failed to achieve a passing grade in the clerical course. Other studies, according to Mr. Milton, indicate that the marginal soldiers get into trouble—through going AWOL and committing crimes—far out of proportion to their relative numbers.

Furthermore, a study of Korean troops by the Human Resources Research Office (HUMRO), a private organization conducting tests for the Army, supports the Army's belief that the marginal men are not only poor combat troops, but may prove to be a source of danger to the good soldiers.

Even the basic rifle squad—smallest and simplest of the Army's combat units—is highly mechanized to meet the demands of modern warfare. Greater firepower requires better brainpower.

HUMRO found that in combat the fighter generally had more education than the nonfighter. He was more intelligent, more stable emotionally, had a higher degree of social responsibility and a greater leadership potential than the nonfighter. HUMRO further found that the rifle squad seemed to get a disproportionately larger share of men with low intellectual ability. It appeared to HUMRO

(Continued on page 66)

Army finds these men of limited or no value

GROUP IV—Men in this group represent marginal, unwanted draftees. They passed minimum mental test, but lack even rudimentary education to enable them to advance. Army has had to establish special schools to train them

This group falls below Group IV standards, is accepted because of some native ability

This many men are rejected because of mental or educational deficiency



Army can expect to use 40 per cent of this group on housekeeping, similar duties

But—what can be done with remaining 60 per cent of marginal manpower?



6

BARGAIN STEPS TO SMOOTHER TRAFFIC

City officials, businessmen, motorists agree that something must be done to move traffic on the 360,000 miles of city streets in which \$10,000,000,000 is already invested. One solution would be to spend another \$10,000,000,000 on downtown streets alone. More immediately practical is to get full service from present streets. This takes vision and cooperation rather than dollars

By HENRY K. EVANS

THE heaviest traveled roadway in the world, New York City's Triborough Bridge, carried 145,020 vehicles one day last May. And it's a safe bet that even though Main Street in your town may be small by comparison, it, too, is bulging at the seams most of the day. Some congestion may be an ingredient of healthy downtown business activity, but there is ample evidence that America's cities are in danger of being strangled by too much traffic.

Sixty years ago, a horse-drawn vehicle normally would travel from First to Tenth streets in downtown Los Angeles in ten minutes. Recently an automobile was clocked over the same route, now constantly jammed with motor vehicles. Time: 14 minutes. Providence, R. I., tabulates its traffic congestion loss at \$50,000,000 annually. On the six miles of Route 2 through Spokane, Wash., 20,000 motorists pay an extra \$500,000 annually in needless costs of stop-go driving. The United Parcel Company assesses its losses in New York City at \$100,000 yearly from traffic delays and ten times this sum

is added to the city's milk bill each year for the same reason. Nationally, urban congestion costs run into billions each year.

America's productivity has created today's vast fleet of 56,279,864 motor vehicles. But they are crowding into a street system designed for nineteenth century horse and buggy traffic.

The experts say the number of motor vehicles will grow to 85,000,000 or 100,000,000 in the next 25 years. Suggestions for meeting the situation range from the advice Pittsburgh got from one famous architect—tear down the whole city and start over—to the equally impractical idea of banning all automobiles from city cores. As a matter of fact, Julius Caesar did impose such a rule in ancient Rome, but chances are he'd be strung up in the nearest parking lot if he tried it today.

Of course, one answer is to bring the overcrowded streets up to twentieth century standards. The growing mileage of superhighways slicing through cities and great parking and transit terminals mushrooming

in downtown sections mean progress in this direction. But the most effective renovation job—the life saving job of first aid—is being accomplished by America's doctors of traffic, the 800-odd specialists who devote full time to improving the operating efficiency of existing streets.

Operating in accordance with the time honored golden rule of traffic, that "The King's Highway is Not to Be Used As A Stableyard" (originally a common law principle of England), these traffic engineers are rapidly bringing light and air to overworked urban streets and highways.

It was exactly 30 years ago that both Seattle and Pittsburgh decided on the scientific approach to their traffic woes through appointment of official municipal traffic engineers.

Before that, cities had depended on the police, the street building and the electrical departments to work out problems of traffic design and control.

Some 100 U. S. cities (plus many counties and most states) employ full-time municipal traffic engineers,

many with departments under them, and many universities offer graduate engineering training courses in this field, turning out about 35 new traffic engineers each year to help fill a demand which always considerably exceeds the supply.

The city of Baltimore was so impressed with the accomplishments of one of these specialists of Denver, Colo., and so hard pressed with its own traffic tangle, that it hired him at \$18,000 a year—\$3,000 more than the mayor makes—to bring his magic touch to Baltimore. He commented, after a good look at his new assignment: "By golly, you could be out of gasoline for eight blocks and never know it." Baltimore should soon be experiencing some of the treatment that has proven so effective in other cities—that caused a merchant in St. Paul to complain that nobody was using the street in front of his store since it has become a one-way street, only to find out that counts showed 25 per cent more cars than usual. They were moving out so fast that the street looked deserted.

The particular interest of the traffic engineer is "traffic operations." As one recently described it, "someone else builds the facilities—then my job is to make them operate smoothly." The professional society, to which virtually all traffic engineers belong, provides a more formal definition: that phase of engineering which deals with the planning and geometric design of streets, highways and abutting lands, and with traffic operation thereon, as their use is related to the safe, convenient, and economic transportation of people and goods.

According to a survey of 618 cities by the Chamber of Commerce of the United States, the most effective traffic engineering remedies being currently employed to unstrangle our streets are:

Modern electronic traffic control systems—74 per cent of cities surveyed have recently installed them.

Special controls at intersections—68 per cent have instituted unusual controls, particularly affecting turns and pedestrians.

Curb parking prohibitions—67 per cent have cleared their streets in this manner.

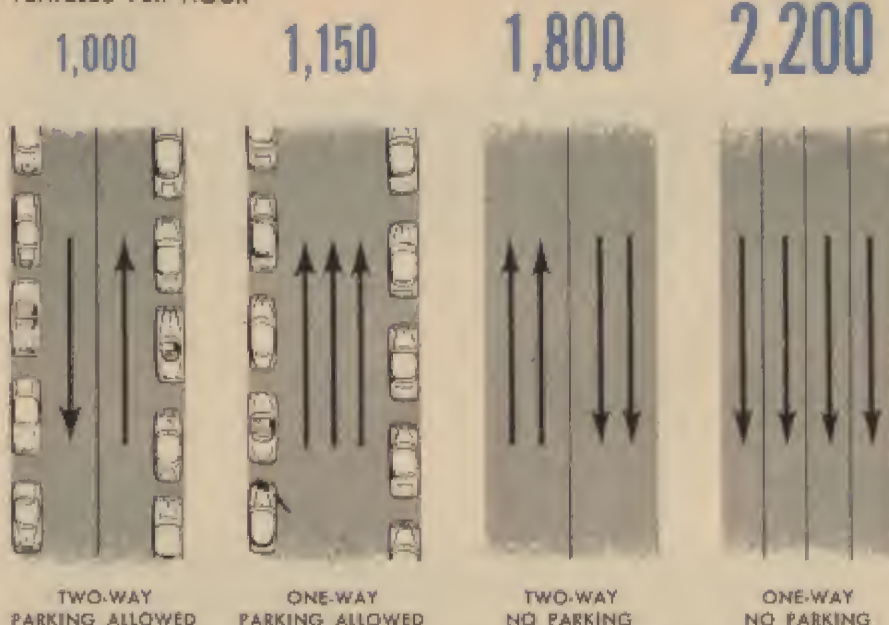
Truck loading zones—66 per cent have installed special reserved zones for trucks at curbs or in alleys.

One-way streets—50 per cent have adopted one-way systems.

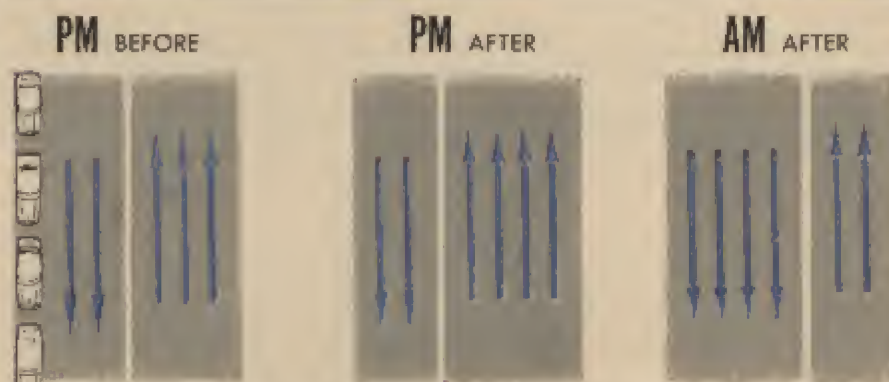
By-passes—40 per cent have bypassed through traffic around their busy streets.

These innovations, equivalent to billions of dollars in street widening, involve relatively little cost. For example, prohibition of curb parking

VEHICLES PER HOUR



Traffic capacity of a 50-foot downtown street can be increased in a variety of ways, indicated by the four diagrams above. Parking may be eliminated on one or both sides of a two-way street, the street may be made one-way, or a combination of these factors may be utilized to stretch car use from 1,000 to 2,200 vehicles per hour



Washington's Connecticut Avenue underwent traffic-flow reorganization, as shown in the diagrams above. Off-center lanes, elimination of parking, increased outbound roadway capacity by 33 per cent. Diagrams left and center show how traffic was speeded up in evening rush hour. Process is reversed for heavy morning traffic



Chart at left, with both streets at intersection permitted two-way operation, points up potential conflict between paths of vehicles. There are 44 possible conflicts. With both streets operating only one-way, potential conflicts are cut to 18, as in chart at right



Creating a loading zone for truck pickup and delivery operations helps solve a knotty problem in congested downtown business area. Illustration at top shows double-parked truck on two-way street tying up traffic from both directions. At bottom, special loading zone for trucks permits easy flow of traffic in both directions. Note, too, cars are no longer permitted to park too close to intersection

on a 50 foot street involves little expense but immediately raises the capacity from 1,000 to 1,800 vehicles an hour, the equivalent of widening to a 90 foot street.

Widening runs into the hundreds of thousands or millions of dollars a mile. One-way operation, on the other hand, provides added capacity at bargain rates and without taking away curb parking. Seattle found that conversion to one-way operation—cost \$35,000—offered the same capacity gain as a \$2,000,000 street widening project.

The traffic engineer will tell you he's interested in making more traffic move faster, but with safety. His tools include stop signs and stop lights, but he is likely to argue against them because his philosophy is to expedite movement, not to stop it. Yet the modern traffic signal can be used in the positive sense. This new electronic automatic signal is a cross between a computing machine and radar. As the traffic engineer has helped the electronics designers to add more and more gadgets to it, the signal has developed into an efficient traffic cop itself, with an electrical brain, the faculty of memory and the ability to do all sorts of useful tricks.

It can "see" approaching traffic, count the volume on different intersection approaches, and adjust the red and green lights to fit the traffic demand. When it switches the green light away from one street in response to heavier demand from another, it remembers how many cars are left waiting. At the same time, through directions sent out by a master controller, it keeps the start of its green light always in the proper time sequence with that of signals at adjacent intersections so that platoons of cars can move down the street past each signal without being stopped by a red light.

The electric traffic signal has come a long way since it first appeared in Cleveland in 1914. Then a simple device for regularly alternating the "go" on two cross streets, it is now effectively used in coordinated systems in crowded metropolitan areas to move large volumes of traffic inbound and outbound during the two heavy "rush" periods of the day. These systems note in which direction flow is heavier and automatically give preference to that direction. A three-dial timer, for instance, provides separate timing patterns via the dials for the morning inbound

rush and the afternoon outbound rush, plus a third timing pattern for the more normal hours when traffic is about evenly balanced in both directions. The individual intersection controllers have the dials, and a single master controller "tells" the individual controllers which dial to use. This provides a "through band" or wave of green lights along the thoroughfare, permitting cars to move along at a predetermined speed. Such coordination eliminates delays and moves traffic swiftly and safely.

Substitution of one of these modern three-dial systems for an outmoded inflexible system at nine intersections along a mile of Courtland Street in Atlanta reduced traffic accidents by 30 per cent and cut average peak hour travel time from ten to four minutes. At two cents per vehicle-minute saved, this six minutes' difference becomes a saving of 12 cents per vehicle or \$120 per 1,000 cars per hour. In a year's time, savings will aggregate between \$50,000 and \$100,000, a tidy return to the highway user.

In Charlotte, N. C., City Traffic Engineer Herman Hoose has expanded Seventh Street capacity 35 per cent by stringing up three traffic signal heads at midblock locations, a signal head over each of the street's three lanes. In the morning when traffic is heaviest inbound, the two right-hand lane signals show green neon arrows and the left lane has a flashing red signal over it, meaning that inbound traffic uses two lanes. The smaller volume of outbound drivers sees only one green arrow over the right-hand lane, the other two lanes having flashing red signals above. The situation reverses itself in the afternoon when the outbound traffic becomes the heavier.

Now instead of each direction having only one lane of travel, as previously, the heavier direction has two lanes. No street widening or street alterations were necessary.

Specialized controls at intersections, second in popularity according to the Chamber survey, are high on the "hit parade" because the intersection of streets is the real bottleneck of the entire street system. The intersection has to serve two or more streets but provides only enough area for one. The basic capacity of a 40 foot street with four lanes for movement and no interruption of flow is 5,000 vehicles an hour, or 1,250 vehicles per lane. When another street intersects it, however, the capacity immediately is limited by whatever interruption cross traffic introduces. The intersection area, common to both streets, can be used only by one street at a time. Every

degree of efficiency achieved at the intersection might be said to be worth twice that value to the streets.

Prohibition of curb parking for 40 to 50 feet on the approaches to the intersection permits an extra lane to be used in clearing through the juncture and thereby increases the capacity by 43 to 47 per cent.

This is recognized as the most effective means for opening up intersections.

Next in effectiveness is the control of left turns. Probably the most frequent target of vitriolic comment by drivers is the left-turner—the one driver who can so regularly and completely stop traffic in all directions. Cities are learning to take care of him by one of two methods; prohibiting the turn and making him proceed to an intersection where less conflict will result; or providing a special protected signal interval where the turner waits in a left-turn lane, thereby offering no obstacle to those behind. He turns when the left-turn arrow light shows in the traffic signal, while opposing traffic is held by a red stop light.

This treatment at an intersection in Danville, Va., reduced the conflict so drastically that the accident rate was cut 89 per cent in the 42 months after its installation.

Prohibiting the turns and making provision for them at adjacent intersections under protection of special left-turn signal intervals ironed out a mean left-turn conflict at Spring and Marietta Streets in Atlanta. Spring Street capacity was increased by 23 per cent and accident frequency was reduced 75 per cent during the year following.

One of the most effective, though complex, devices for smoothing out the flow at intersections is the modern traffic-actuated signal. It is replacing fixed-time signals in many locations where traffic flow is irregular and is therefore unduly delayed by fixed-time signals. This traffic light changes its timing in accordance with the number and location of approaching cars and gets its information via detectors buried in the pavement. Motorists do not have to wait the completion of the cycle to get the green light, as under fixed-time control: The green light quickly shifts to the street that needs it.

Such a supersignal, substituted for outdated equipment at Detroit's Triangle formed by the intersection of Gratio, Warren and East Grand Boulevard, immediately cut the average delay time of traffic by 42 per cent. A similar installation in Charlotte, N. C., at Morehead and McDowell Streets, doubled the discharge capacity, since 25 cars were

(Continued on page 70)



Intersection control ended Hamilton, Ohio, traffic jam in which cars used to pile up as much as 1,000 feet on Columbia Bridge and on B Street. A modern, two-dial signal controller was substituted for the old one—and a green, right-turn arrow plus rubber cones (shown as black dots in sketch) guides traffic off the bridge into little-used A Street, thence, as arrows indicate, into B Street at its juncture with Millikan Street instead of the New London Pike. B Street traffic emptying into the juncture at the bridge now has no heavy bridge traffic to contend with, and the traffic signal "go" interval on B Street has been lengthened so that traffic clears out on each cycle and no back-up occurs



The "Barnes dance," "scramble system," or the all-red pedestrian interval—whichever you want to call it—has helped many cities solve the pedestrian-auto tangle at busy intersections. Here, chart shows traffic halted from all directions while pedestrians (indicated by red arrows) can cross thoroughfare in any direction, even cater-cornered. Results in Denver, Colo., show 10 to 15 vehicles can make right turn now where only one or two could get through before, with pedestrians crossing. This more than makes up for loss of 20 seconds "go" time taken from vehicle movement. Accidents are drastically reduced, too

YOU'RE UNDERPAYING YOUR PASTOR

America's 115,499
Protestant ministers
are in a distressing
financial state which
threatens the present
and future of
our country's largest
religious group

By JUNE and JHAN ROBBINS

WE ARE in the midst of a great revival of interest in religion. Since 1940 church membership in the United States has increased 27,000,000—more than twice the rate of our population growth. Thousands of new churches have been built, old ones repaired and reopened. More Bibles were published in the past decade than in the previous 40 years. Hundreds of thousands of men and women who haven't uttered so much as a simple prayer in years are back in church, their children by their sides.

To carry the load of spiritual leadership, 40,000 new clergymen have entered the ministry. Yet Dr. Benson Y. Landis, associate director of the Department of Research and Survey of the National Council of the Churches of Christ, says the ministry today is the poorest paid profession a man can choose.

Everyone knows that no one gets rich in the ministry but few know how badly off our clergymen really are. According to the U. S. Department of Commerce Report on National Income, the average full-time religious worker in this country earns \$2,560 a year! A semiskilled laborer, a teen-age office boy or a good counterman in a roadside diner will often bring home more money than that.

Of our country's three major religions, the Jewish clergy receives the highest income. Although members of the Jewish faith in this country number fewer than 6,000,000, a young rabbi just out of theological school gets more than \$5,000 a year (without a house) as a starting salary. Catholic priests, on the other hand, usually are not concerned with personal financial problems because their church takes full responsibility for their maintenance.

It is the remainder of our clergy—115,499 Protestant ministers—who are in a distressing financial state, one which threatens the present and future of our country's largest religious group. To put it bluntly, many a modern clergyman doesn't earn enough money to live on.

Even the plight of the public school teacher pales in comparison. Teachers' salaries have increased 102 per cent in the past quarter century—ministers' only 41 per cent! According to the 1953 Yearbook of American Churches, far from receiving "cost of living" increases, the average minister has seen his salary decrease in buying power by 13 per cent in the past ten years.

No other occupational group in the country has suffered a similar loss of its relative economic status.

What does it mean? Is the modern clergyman's work easier, his hours shorter? Are the members of his congregation less dependent on his services? On the contrary, our ministers have never worked harder or been more in demand in their communities than they are now. Charitable organizations, special-interest groups, citizen's committees, all tap the local minister for support. He has to organize youth groups, fight juvenile delinquency, give premarital counseling and postmarital psychotherapy, appeal to congressmen on behalf of GI's and the mothers of GI's, and help raise funds for every kind of church activity but his own support.

In between, he must make his usual round of calls on the sick and the well, instruct the young, officiate at marriages, baptisms and burials, and, each Sunday, come up with a sermon that will inspire everyone and insult no one.

It's quite an assignment. What is it worth to us? The sum the individual churchgoer deducts from his income tax under "church contributions" is between him and Uncle Sam, but the records of national church organizations show that most people actually give less than \$35 in the course of the year. The average



EDWARD BURKS

sum dropped into collection plates each Sunday is 64 cents! The pastor of one well attended church in a Boston suburb pointed out wryly, "Less than the price of a good martini."

The men who are our spiritual leaders face the situation largely without bitterness or rancor. They are dedicated to a surprising degree to the Biblical admonishments of work, love and forgiveness. That's why it's so difficult to find out how they really feel about their humiliating impoverishment—and why it's so easy to ignore it. At times, however, you pick up some hint of what kind of lives they lead. In New Jersey the members of a church vestry voted to appropriate \$1,200 to paint the church, which was located on a fashionable residential street. Although the old paint still looked fresh, they thought the color ought to harmonize better with the fine homes surrounding it.

The clergyman, father of five with his life insurance long overdue, figured that house painting must pay about two and one half times as much as preaching.

"I told them I could use the money and would be glad to paint the church myself," he told us.

The members of the vestry probably chuckled politely and put the

suggestion down as another of the minister's jokes. Today, however, the only answer to many a minister's financial problem is an extra part-time job. Clergymen are selling shoes, driving taxis, working as waiters. In Philadelphia, the Department of Sanitation has two ministers heaving garbage cans.

Let's take a look at the family budget of a clergyman in a town in Delaware. He's earning a salary of \$2,450 a year and he feels that the church needs all of his time. He is married and has two children.

For food for four, he spends \$69 a month. Automobile payments and upkeep, \$47. Utilities, including telephone, \$35. Church and Sunday School contributions (oh, yes!) \$11. Insurance, \$14. That leaves less than \$30 to buy clothes for the four of them, for toiletries and household supplies, reading matter, medical care, school expenses. No entries at all under amusement, vacation or savings!

What makes the problem worse is that a minister and his wife must keep up a genteel, white-collar front. Their home must have rugs on the floor, curtains at the window, and springs tied firmly to the chair frames. They must have enough furnishings to entertain modestly.

They need appropriate clothes to see them through all kinds of public and private appearances. It sounds snobbish to say that a man of God must be able to move amiably among the Joneses, but today, if he wants to keep his job, it's often a fact. One professor of theology at a well known seminary tells his students, "You may look respectably poor but you mustn't look as poor as you undoubtedly will be—it will embarrass your congregation."

With no other choice, the clergyman and his wife effect their stringent economies where the pinch doesn't show. Skim milk, hamburger, sausages, beans and spaghetti bulwark their diet. Recently, 175 small town ministers and their wives were invited to a West Coast convention of social agencies. When they discovered that a large charitable foundation was footing the bill, they stepped briskly up to the banquet table and steamed through a six-course dinner. There was no doubt about it—for such simple American table luxuries as roast beef and chocolate cake, they were downright starved.

The average clergyman, however, is willing to scrimp. In fact, he frequently feels better that way. But

(Continued on page 84)

NEEDED: \$15,000,

COMPLETING a check in a Washington residence recently, an electrical inspector told the owner:

"Don't see why you buy fuel. You've got enough hot wires in this house to keep it warm in zero weather."

That remark—which wasn't funny—applies with some truth to at least 30,000,000 buildings—dwellings and business establishments—in the United States. It points up a growing national problem—the need to cool America's hot wires by modernizing our electric installations to keep pace with growing power consumption.

Today losses from fires due to electrical inadequacies or abuse lead those from all other known causes in dollar volume—around \$76,000,000 a year. In numbers they rank second to those from matches and smoking, 55,000 to 116,000 in 1952. Add 30,500 fires costing \$16,700,000 from misuse or failure of appliances and the average is one fire from electrical deficiencies every six minutes.

In New York City, overloaded wires are responsible for nearly 3,000 fires a year. Birmingham in a recent year reported 496 fires due to electrical causes. In the Alabama city the cost to the taxpayers for answering these 496 alarms was \$21,248, in addition to the fire losses.

If the fire situation is bad, the loss of life is even more tragic. In 1951, latest year for which the National Safety Council has figures, electric current was killing people at the rate of 19 a week, many of the deaths due to inadequate wiring and lack of circuits. In addition, many of the more than 6,000 a year who have lost their lives in fires and explosions have lost them in fires of electrical origin.

Besides taking lives and destroying property, inadequate wiring costs millions of dollars a year in lost efficiency, power we pay for with no return. Moreover, our lack of sufficient circuits is costing merchants and manufacturers more millions in lost appliance sales.

Unit air conditioning illustrates the market aspects. Although the industry, at the manufacturer's level, exceeded the \$1,000,000,000 mark in 1953, sales were far below their potential. In many cities manufacturers and reputable dealers have been refusing to sell to customers who lack adequate wiring. They choose to lose sales rather than contend with the complaints, service calls and bad public relations that result when a first class machine fails to perform on an overloaded circuit. A survey among apartment dwellers in Washington, D. C., showed that four out of five were prospective buyers of units if adequate wiring were available. Advertisements, such as this one from the Washington Star of May 30, 1954, are appearing increasingly in classified columns across the country:

AIR CONDITIONER

¾-h.p. Philco console air conditioner, excellent appearance, good mechanical cond. Reason for selling wiring in bldg. not sufficient to carry load. Price, \$125. Call ———.

The problem is commercial as well as residential. A spot check by the National Electrical Contractors Asso-

ciation of two industrial cities, one in the South and the other in the Midwest, found only one factory out of 50 set up to get maximum efficiency out of its electrical equipment. Some plants were realizing only a 50 per cent return on the money spent for current. In one factory the mere relocation of substations closer to centers of greatest power use cut consumption of current by one fourth.

According to estimates of the National Electrical Manufacturers Association, an expending of \$2,000,000,000 is needed to modernize outmoded store lighting with at least another \$1,000,000,000 needed to replace office lighting fixtures that are more than 15 years old.

The needs for residential, commercial and industrial modernization total between \$12- and \$15,000,000,000 in urgently needed work. Offsetting this cost are potential savings in lives, in property, full value on the money spent for power, and the opening up of new markets for appliances that are backing up in the channels of trade because of lack of wiring capacity.

Bad as the situation has been in the past, fire marshals, electric inspectors and insurance officials expect it to be worse this year. No blame attaches to the utility companies, the qualified electrical contractors, or the manufacturers of standard appliances. There are three underlying causes.

First is the tremendous but unforeseen expansion in generation and use of electricity. In 1929, fiftieth anniversary of the incandescent lamp, there were 24,000,000 customers who used 92,000,000,000 kilowatt-hours of power. This year, which is light's diamond jubilee, 50,000,000 customers use 450,000,000,000 kilowatt-hours. Wiring, which links production and consumption, has not kept pace.

The number of appliances in use in the average home has increased fourfold in 25 years. If you think of appliances in terms of ranges, freezers and washing machines, the increase in homes has been from one and one fourth to five. In terms of clocks, blankets, shavers, floor lamps—everything electrical in the home—the increase has been from 16 to more than 60. What's more, nearly all present-day appliances are heavier than their predecessors.

One new appliance, an electric broiler, illustrates how rapidly we are going electric. In 1951 sales of such broilers were only \$9,000,000. Last year sales were \$72,000,000.

The average home, apartment or office building, when built, was wired for only a 20 to 30 per cent increase in electric load. That's why four out of five buildings are inadequately wired today.

Second cause is false economy in wiring installations. Adequate wiring during initial construction adds about \$100 to the cost of the average home. Later addition of circuits when walls and floors must be pierced runs considerably higher.

Skimping on wiring was particularly common immediately after World War II when materials were

000,000 rewiring job

short and when homes were being hastily built to meet demand. Figures compiled by the National Fire Protection Association show what happened. In 1946 fires due to misuse or faulty wiring and equipment jumped to 70,000, an increase of 23,000 over 1945 and dollar losses rose to \$52,000,000 from \$36,000,000.

Even more serious has been the "bargain" hunter's tendency to entrust electrical wiring to unqualified workmen or outright amateurs.

Of four fundamentals of safe wiring listed by the National Fire Protection Association, two stress the necessity for workmen and contractors who will arrange for inspection and produce certificates of approval. The others call for use of 15 ampere fuses and the addition of new circuits when needed.

The third reason for inadequate wiring is the lack of public understanding of the nature of electricity and the functioning of a circuit. A few fundamentals tell the story:

The capacity of wire is limited by its diameter and length, the thinner and longer the wire the less the capacity. Wire resists the passage of current. This resistance causes some of the current to be dissipated in heat. As the load on the wire increases more current goes into heat. When the wire is sufficiently overloaded, the insulation may ignite and eventually the metal itself will melt.

It's to prevent such occurrences that wiring installations are divided into circuits, with each circuit safeguarded by a fuse. Safety factor in the fuse is a metal tab with a low melting point. The ordinary household circuit carries a 15 ampere fuse and has a capacity equivalent to 17 light bulbs of 100 watts.

A limitless number of appliances can be safely operated on a 15 ampere circuit provided they are operated one at a time. The trouble comes when the housewife who is ironing decides on a cup of coffee, turns on the electric percolator and pops a piece of bread into the toaster. Out goes the fuse.

A common practice of householders plagued by frequently blown fuses is to install a heavier one, 20 or 30 amperes on a circuit where the wiring is inadequate for that kind of load. If the householder is lucky the appliances will fail to function properly, the iron cooling, the percolator refusing to boil water and the toaster failing to brown the bread. If the householder is unlucky his house will catch fire.

The same story applies in the store, office or factory in terms of machines, fluorescent lights, fans, air conditioners, electric typewriters, water coolers, calculating machines and other industrial and commercial equipment.

If in your own establishment, for example, fluorescent lights are slow starting, flicker, or cause fuses to blow frequently, your trouble is more likely to be inadequate wiring than a fault in the fixtures or tubes.

Increasingly, management is becoming convinced that adequate wiring is a prudent investment. Recently an engineer designed a new installation for a large fac-

tory. He proposed a standby supply line from the source of power which added \$75,000 to the cost of the job. His argument was that the factory could not afford to be without service, a condition which might result were there no standby. The president of the company called in his production director and learned that one hour "down time" would cost the factory \$132,000. He O.K.'d the additional expenditure.

Although serious, the situation is not hopeless. Modernization is getting more attention in the electrical industry today than ever before. What are the answers? Just as Baltimore made great headway against slums by enforcement of building codes, any city can eliminate electrical fire traps by more strict inspection and wiring code enforcement. An insurance premium incentive, with a reduction for adequately wired buildings and a penalty for inadequately wired ones, has many advocates. All of the well known brands of electrical appliances and materials meet code and underwriters' standards and are so labeled. Serious consideration is being given to a provision which would require all substandard materials to be labeled as substandard.

While these proposals are under discussion some concrete steps are being taken. In the late '30's five branches of the electrical industry joined in establishing a national adequate wiring bureau to carry on basic education and promotion. The war put a damper on this program but it has since been revitalized.

In several cities power companies have enlisted the cooperation of contractors and are making it possible for customers to get adequate wiring. Cost of the work is amortized by a modest addition to each month's utility bill. The FHA has included wiring modernization in its lending program. Enlightened dealers are stressing the importance of adequate wiring to their customers.

A voluntary standard for service entrance capacity recently adopted by the National Association of Home Builders would, if generally applied, give the householder 100 amperes instead of the generally found 30 to 60 ampere capacity.

With materials again in good supply and manpower available, the National Electrical Contractors Association estimates that within five years the present deficiency could be eliminated and foreseeable future needs provided for. With any marked step-up in the defense program or in case of war, however, all bets are off.

What would such a program mean to America? A tremendous saving in life and property, greater efficiency and a vast new market. Today the average household uses slightly more than 2,000 kilowatt-hours of power a year, enough to illuminate 55 bulbs of 100 watts, day and night throughout the year. If every householder were using to the fullest practical extent all of the appliances he has or would like to have, consumption would increase sixfold. That would give a healthy ring to the cash registers along Main Street. **END**

—NORMAN KUINE



WERNER WOLFF—BLACK STAR

ARAMCO'S FLYING CARPET



George Kraiger, right, aviation division manager, checks the route his planes have flown seven years

"THEY couldn't find the stuff where there are trees and mountains and lakes; they had to find it out here," grumbled Hank Wilson. He was jockeying the controls of a DC-3 known as the *Quail*, as she bucked in the gusts of hot air blasting off the desert below.

Hank waved his hand to show what he meant by "out here"—a haze of yellow heat and dust obscuring the horizon; a sea of sand rippling on out of sight; dunes that rise to become incredible sand mountains 1,500 feet high. This is where all the sand goes after it gets through blowing.

We were flying over the Rub al Khali, deadliest and most mysterious desert in the world, in the heart of Saudi Arabia—itsself little more than a desert of 927,000 square miles. "The stuff" that Hank referred to was oil—nearly a million barrels a day flowing out of this land of sand to feed the machines of the West, a seventh of the world's oil supply outside the United States.

Only so rich an oil find could force men who were still in their right minds to buck a desert like this.

Rub al Khali translates from Arabic into something like Empty Quarter or Lost Land. American pilots call it Wajid Mafi, which means "Plenty of Nuthin." I could see what they meant because, flying in the heart of it, I really felt out in the middle of nowhere.

Hundreds of years ago even the nomads of the desert refused to risk as much as a camel caravan in crossing this waterless waste. They said it was full of evil spirits that would swallow up any witless one who went near. They weren't far wrong either, because the Rub al Khali's sands have swallowed many a man.

But today, surprisingly few. The Americans have given the Lost Land back to the Saudi Arabians who lost it. Great caravans, not of camels but of monster tractor trucks, roll over the sand, supported by balloon tires as big as those on the airline planes. They pull air-conditioned trailers fitted out as bunk houses, work shops, radio stations and laboratories, carrying the men who probe the earth for oil—geologists, engineers, surveyors and drillers—over the trackless wastes. Hun-

Arabian American Oil's trans-Atlantic airline serves Middle East fields

By **PHIL GUSTAFSON**

dreds of Arabians work confidently side by side with these Americans—exploring, sinking test wells and opening new sources of oil for the world—in wide-eyed acceptance of the fact that, if these Americans could lick the Rub al Khali, nothing could stand before them.

The Rub al Khali is the last frontier, in Saudi Arabia at least, one of the largest and most successful developments of natural resources in which private industry, or anyone else for that matter, has ever engaged. Here four American oil corporations—Standard Oil of California, Standard Oil of New Jersey, The Texas Company, and the Socony-Vacuum Oil Company—operating as the Arabian American Oil Company (Aramco) have spent \$600,000,000 and gone into 50-50 "partnership" with the Saudi Arabian government to open up oil reserves of 30,000,000,000 barrels—and help build a modern nation around it. Five thousand Americans have teamed up with 14,000 Saudi Arabians and other Middle Easterners to build towns, railroads, pipe lines, utility companies and hospitals and to help a nomad people emerge from antiquity.

Aramco even runs its own airline and that was why I was there—for a 20,000 mile ride on Aramco's planes, which fly the Atlantic, Europe and the Middle East.

Aramco's air service is an unusual example of the aviation activities of some 8,000 American companies which today own more than 11,000 planes and fly more plane miles each year than all of the scheduled airlines combined. Maintaining a fleet of 18 planes, Aramco runs one of the biggest of the company air services.

While it is not a common carrier, Aramco's air service conforms to all the CAA's operating rules and pilot qualifications.

Were it an airline, it would rate sixteenth in size among the 36 United States certificated airlines in terms of passenger miles flown and twelfth in terms of cargo carried.

Some say it's only because of these planes that Aramco was able to open up the Rub al Khali. They hover like mother robins over all its exploring parties and camps, carrying men out to work and back to play, lugging out everything from motors to Mickey Mouse books and snatching lost company drivers away from death in the desert three or four times a month. The planes likewise helped build the Tapline, 1,000 miles of pipe that snakes its way across Arabia from the Persian Gulf to the Mediterranean and now services the booming Arab trading settlements that are springing up around its four pumping stations.

Its planes crisscross Arabia and the Middle East to Asmara, to Jidda, to Damascus, to Baghdad and other ancient and mysterious spots romanticized in history and fiction. Their regular passengers are the picturesque Saudi Arabians in their flowing headcloths or guttras and other company employees of a dozen nationalities — Lebanese, Syrians, Indians, Pakistanis,

Milk-run plane patrolling 1,000 mile pipe line reports findings by radio to transmitter vehicle





WHAT IS IT this time? Martha Mitroka, stewardess, and Harry Bolin, purser, are as much at home with bees, falcons, as people. Nothing bothers them

Adenese, and Sudanese in equally colorful costumes, not to mention Europeans of a dozen nationalities.

Its planes probably carry the strangest cargo in the world. Twenty hives of bees once rode from Dhahran to Al Jharj along with a planeload of Arabs. About 100 of the bees got loose and began flying around among the passengers while the bookkeeper tried to convince the Arabs that the bees were perfectly friendly—as long as no one made an abrupt move. But the Arabs had already made the only move they were going to make—they'd retreated under their headdresses and skirts for the duration of the trip.

Moe Morris, Superintendent of Aviation at Dhahran, once carried 60 falcons—the prized hunting birds of an emir—all of them tied to three two-by-six planks, wound tightly with burlap to give a grip for their claws.

All 60 falcons had to be loaded and unloaded three times to transfer other cargo, and such a flapping and screaming never was heard before!

Aramco planes moved King ibn-Saud, his household and harem from winter to summer residence and recently provided a Convair to carry the king on his widely publicized state tour to Cairo.

But most unusual of all, Aramco is the only company to run a full-fledged international airline. It operates two Douglas DC-6B's—the *Flying Camel* and the *Flying Gazelle*—on regular passenger schedules between New York and Saudi Arabia. A Douglas DC-4 known as the *Oryx*—named for the desert antelope—shuttles back and forth with passengers and freight. Between the two of them they make two departures from each end every week.

One chill afternoon this spring, I boarded the *Flying Camel* with a planeload of 40 Aramco people—employees and their families—and took off for summer and sunshine—the Saudi Arabian desert. At first glance inside the tastefully decorated tan-and-light-green airliner, Aramco's air service appeared to be much like

KNOWING THAT HOME IS



MRS. C. W. ROBERTSON, whose husband is an Aramco engineer, learns how the line cares for its passengers. Com-

any other luxury airline crossing the Atlantic. However, it soon proved to be a good deal more. Because they are all part of the family—and because it doesn't operate for a profit—Aramco babies its passengers no end and plunks them into a plush-lined, never-never land of personal comfort that makes traveling no pain at all.

"We get their passports for them; brief them on how to be good travelers—how to get through customs without busting a blood vessel; make reservations for them at first class hotels en route; check their baggage clear through and give them a king-sized overnight bag that would hold enough clothes for a week," said Purser Harry Bolin. "The trip has been laid out on a lazy man's schedule that gives the passengers a 24 hour stopover for rest and sightseeing at Amsterdam on the way out; at Rome on the trip back. It's really no strain at all."

The *Flying Camel* had only 40 passengers—scheduled overseas airlines carry 50 first class or 70 tourist—partly because there are two private bedrooms in the rear, each with four seats and a sofa. All this overstuffed furniture turns into four comfortable berths at night—one of them a double, for a mother and her child. Company officials sometimes use these private bedrooms for conferences en route. Sometimes nurses and doctors use them for taking medical cases back to the states.

Attractive Claire Dalidonis, an Aramco nurse, was coming back after taking a patient all the way to Texas for a serious operation. But mainly the private compartments are occupied by families traveling with small children.

"They call us the Family Airline," said Mary Conway, who raced up and down the aisle with a blonde pony tail in perpetual motion, but sank down now and then for a chat.

"I carry enough equipment on this flying nursery for a complete children's ward," she said, "baby food,

ONLY A FEW HOURS AWAY HELPS KEEP MORALE HIGH



portable berths will be ready for Mark, 6, and Ponza. 2. Company handles passport problems, customs clearance, leaves sight-seeing time at stops en route

bottles, pins, ointments, medicines and always plenty of diapers."

Aramco has entered the airline business mainly to take employes and families back and forth to work; during the tourist season, weeks or months might be wasted waiting for regular transportation. Passengers on our trip were oil men going back from sick or home leave—three of them with families.

One of them, Edward O'Brien, a good-looking young Irish type, was bringing his wife, an attractive brunette, and their five-year-old daughter, Colleen, out to Saudi Arabia after waiting two years for housing. He has just signed with Aramco for his second two-year contract. Colleen was undressing Judy, her doll, and prettying up her underthings in preparation for a Dutch costume.

"I'm afraid the Saudi (Continued on page 76)



FIRST VIEW of Dhahran is not impressive, but air-conditioned ranch houses, swimming pools and patios await the travelers just beyond the airport



American Pilot Bon Brunner finds Arab's guttra (headcloth) and egal (head harness) keep out the sand. The beard he adds for fun



Air-conditioned trailers of desert camp house kitchen, office, laboratories. Radio, in constant touch with Dhahran, can bring plane at once to meet any emergency

MEET ROBERT B. ANDERSON— EXECUTIVE V. P. OF DEFENSE

By LOUIS CASSELS

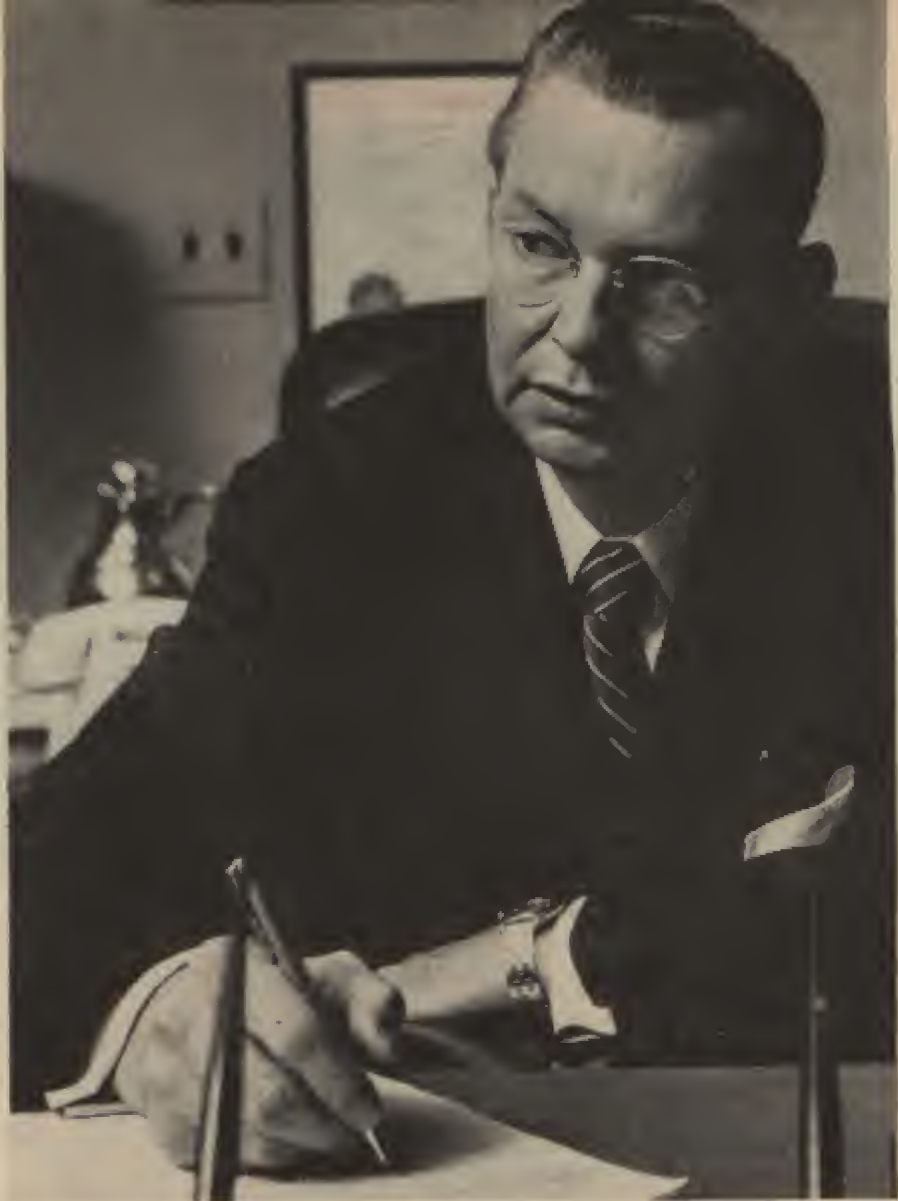


PHOTO BY EDWARD BURNS

The Deputy Secretary of Defense uses tact to keep the military new look aimed in right direction

SHORTLY before noon on a humid Washington Saturday, a tall, cheerful Texan cleaned out his desk in room 4E710 at the Pentagon, tucked a briefcase full of papers under his arm, and set out through a maze of corridors for room 3E928. It proved to be a short walk—372 steps by his own computation—but it was one that Robert Bernard Anderson will long remember. It took him from a fairly big job as Secretary of the Navy to a very big job as Deputy Secretary of Defense.

His appointment to succeed Roger M. Kyes as "executive vice president" of the U. S. military establishment was the first promotion that President Eisenhower has handed out at the top level of his administration. It confirmed a belief that had been growing in Washington for some time: Genial 44-year-old Bob Anderson is a rising star on the Eisenhower defense team.

Mr. Anderson has been growing in President Eisenhower's esteem since

the day he arrived from Vernon, Texas, in the hectic period of Republican take-over in January, 1953. While the other four defense appointees were involved in a noisy and embarrassing row over their stock holdings, Mr. Anderson quietly and speedily won the approval of the Senate.

The ease with which he was confirmed—and the fact that he did no public hand-wringing about the financial sacrifice he was making to enter public service—left some people with the impression that his private affairs had been too insignificant to worry about. This impression was highly inaccurate. He is not a very rich man, as wealth is measured in Texas, but he has been a big operator in the oil and cattle industries for more than a decade as the salaried general manager of the 500,000 acre Waggoner Estate, second biggest ranch in Texas.

At the time he was appointed Secretary of the Navy, Mr. Anderson

had never seen a warship and his nautical experience was limited to a fishing trip in the Gulf of Mexico on a 35 foot schooner. There was a suspicion at the Pentagon that his principal qualification for running the Navy was the fact that he had been a leader of the "Democrats for Eisenhower" movement that swung Texas into the Republican candidate's column.

He put that idea to rest at his first staff conference. He displayed a knowledge of Navy traditions that would have done credit to an Annapolis graduate, and a keen interest in Korean war naval strategy, logistics and budget control. The dumfounded admirals, who had come prepared to brief him, went away wondering who had beat them to the job.

The answer was Mr. Anderson himself. For several weeks before he came to Washington, he read every book he could find about the Navy, from bulky official reports to Naval Academy textbooks. By the time he reached the Pentagon, the landlubber from West Texas had a pretty good idea what went on inside the boiler rooms and fire control centers of those battleships he had never seen.

Putting himself through such cram courses on unfamiliar subjects is a habit Mr. Anderson formed years ago. As a youthful teacher in

Burleson, Texas, he was asked to coach the high school's first football team. He had never played football, and had seen only a few games. He bought a book of football rules, studied it thoroughly, and taught his team the diagrammed plays. They went through the season undefeated and Mr. Anderson has ever since had a high regard for book learning.

Whenever he encounters a problem in business or government that is new to him—and sometimes just out of plain curiosity—he goes to the nearest library and obtains an armload of authoritative books on the subject. By the time he has read them all, usually within a couple of weeks, he not only has a working knowledge of the subject but can hold his own in a conversation with an expert. Over the years he has in this fashion accumulated an incredible store of information about matters as diverse as petroleum geology, the legal code of ancient Rome, English poetry, mathematics and submarine design.

He has trained himself to read rapidly, a full line rather than a single word or phrase at a time, and he has a blotterlike memory. An aide who once saw him flipping through the pages of a highly technical report assumed that he was just pretending to read it; he was startled, some weeks later, to hear the Secre-

tary quoting detailed figures from the document.

His diligence in learning the inner workings of his department was the first inkling the Pentagon had that he was not going to be content with the traditional role of a Navy Secretary—to serve as civilian front-man for the admirals who write his speeches and obligingly provide him with prefabricated decisions on important matters.

Mr. Anderson was a lawyer before he was a rancher, and he has a profound respect for the Constitution of the United States. He believes that civilian control of the armed services is one of the fundamental bulwarks of that document, and he had no intention of letting it go by default. A few weeks after he took office, the Pentagon grapevine was spreading the word that "this guy from Texas is really trying to run the Navy." The smart boys sat back and waited for the fireworks.

There were remarkably few. The admirals sent up a few flares when he compelled them to give flag rank to Capt. Hyman G. Rickover, the atomic submarine expert who had been passed over twice by promotion boards and was about to be waived out of the service. There was another brief skirmish when one of the Navy's old-line bureaus, long the sacrosanct domain of the uniformed

Mr. Anderson briefs himself by thorough reading. Here, at home, Mrs. Anderson serves coffee



professionals, failed to come up with some detailed budget figures that he requested. He repeated his request once, and got an answer to the general effect that the Secretary of the Navy need not trouble himself with such details. A few days later the admiral in charge of the Bureau was suddenly transferred to the West Coast, and Mr. Anderson got his budget figures.

Final proof that Mr. Anderson had achieved effective control of the Navy came when President Eisenhower's "new look" defense budget was presented to Congress. It imposed a sharp cut on the Navy's funds to make more money available for the



Father and older son, Dick, are expert rifle shots, a talent which the younger son, Gerry, envies and hopes some day to duplicate

Air Force. Asking the admirals to go along with this decision was approximately like asking Macy's to declare a holiday during Gimbel's spring sale. But Mr. Anderson was determined that interservice teamwork should be something more than a Fourth of July phrase, and he let it be known that he would tolerate no attempts to sabotage the White House decision. At the budget hearings, unsmiling Navy witnesses supported the recommendations with a minimum of ifs and buts.

The basic idea behind the new look was that the nation could get "more defense for less money" by concentrating on "increased mobility and modern weapons." In practical terms of military spending, it meant cutting the size of the Army's ground

forces and the Navy's surface fleets, and placing increased reliance on air power and atomic bombs. While Mr. Anderson staunchly supported the White House decision on the military budget, the record is clear that he never cottoned to the idea, widely touted by Secretary of State John Foster Dulles and others, that the United States could depend primarily on the threat of "massive retaliation" to keep the communists in line.

Long before the Indochina crisis arose, Mr. Anderson was warning publicly that the United States must remain prepared to deal with "brush-fire wars" and could not rely solely on a capacity to atomize Moscow and Peiping. In one speech, at the Quantico, Va., Marine base last September, he suggested that both sides might refrain from using atomic weapons in any future war to avoid "total mutual destruction."

"Should the super weapons cancel themselves out—and that eventuality is entirely possible," he said, "the emphasis would immediately be restored to the capabilities of conventional weapons as the basis for the military decision."

It is safe to assume that Mr. Anderson will fight hard for this point of view from his new post, which puts him in the highest Defense councils. And with the Indochina situation as a constant reminder of the nibbling nature of communist aggression, it is entirely possible that the new look may undergo some subtle but far-reaching modifications in the next few months.

Under the Truman administration it was commonplace for the "unified" services to carry their budget battles into Congress whenever they took exception to the decisions reached by the Defense Secretary and the President. Some Navy officers felt that Mr. Anderson should have followed this precedent and waged an all-out fight to avoid cuts in Navy funds. Occasionally, an embittered Annapolis man will tell you that "Anderson sold the Navy down the river." But this appears to be distinctly a minority view.

For every Navy officer who criticizes him, you can readily find five who speak of him in terms of the highest respect. This is especially true at the top levels. Adm. Robert B. Carney, the able Chief of Naval Operations, has told reporters that he regards Mr. Anderson as one of the greatest civilian leaders the Navy has ever had. And Vice Adm. James L. Holloway, Deputy CNO, says simply: "He's terrific."

His continuing popularity with men he has firmly overruled has caused some surprise in the Penta-

gon, but not to his old business associates in Texas. Keith Berry, president of the Herring National Bank in Vernon, said it merely confirmed what he discovered years ago: "Bob Anderson has a unique ability to disagree with you completely and still make you like him."

There is no great secret about Mr. Anderson's talent for getting along with people. His only "technique" is friendliness—the straightforward, easy-going, contagious friendliness of a westerner. Long years of dealing with cowboys—the most independent creatures on earth—have taught him that a smile and a soft voice can move mountains of human obstinacy. And his gentle manners are not reserved for people he is trying to impress. The people who work in his office say that he is just as courteous to a pool stenographer as to a congressman. No one can remember an occasion on which he has lost his temper or tried to humiliate a subordinate.

He also has a Texas sense of humor that keeps him from taking himself—or the ceremonious honors attending his job—too seriously. One pretty spring day he decided to relax by taking a boat ride on the Potomac. He threw the Navy into a tizzy by insisting that he would ride, not in a yacht or even a power cruiser, but in a rowboat.

The word flashed down through channels that the Secretary desired a rowboat, and in no time at all such a craft hove to at the Pentagon landing. Mr. Anderson got aboard, and told the sailor manning the oars that he would do the rowing since he needed some exercise. For an hour the sailor sat ramrod straight in the stern, while the Secretary of the Navy rowed him up and down the Potomac.

Finally the sailor could stand it no longer. "Sir," he asked Mr. Anderson respectfully, "would you mind if I wrote my father and mother about this?"

Because he just naturally likes other people, Mr. Anderson never loses sight of the fact that the U. S. Armed Forces consist of some 3,000,000 individual men and women who do not cease to be human beings when they put on uniforms. He detests the words "manpower" and "personnel," that are always cropping up in Pentagon staff meetings, because he thinks they are too impersonal.

"You can do things to 'personnel' that you wouldn't do to people," he once remarked.

His responsibilities as Navy Secretary never weighed more heavily on him than when he had to pass on

(Continued on page 88)

Chamber's new leaders



Harry E. Umphrey



Joseph P. Riley



Arthur Y. Milam



Lewis M. Smith



Thomas A. Ballantine



I. F. Betts



Robert C. Appleman



Lionel J. Sorensen



Aksel Nielsen



Melvin H. Baker



Dain J. Domich

EIGHTEEN new officers and directors have been elected by the Chamber of Commerce of the United States.

Clement D. Johnston, former president of the Roanoke, Va., Public Warehouse, is the organization's new president. He succeeds Richard L. Bowditch, chairman of the board, C. H. Sprague and Son Company, Boston, who has become the Chamber's new board chairman.

Laurence F. Lee, president of the Peninsular Life Insurance Company, Jacksonville, Fla., is now chairman of the executive committee.

New vice presidents include A. Boyd Campbell, president of the Mississippi School Supply Company, Jackson, Miss.; William A. McDonnell, president of the First National Bank in St. Louis, and Charles G. Nichols, president, The G. M. McKelvey Company, Youngstown, Ohio. Carl N. Jacobs, president, Hardware Mutual Casualty Company, Stevens Point, Wis., is the new treasurer.

Elected to serve as directors for the first time:

District 1—Harry E. Umphrey, president, Aroostook Potato Growers, Inc., Presque Isle, Me.

District 3—Joseph P. Riley, owner, Joseph P. Riley Real Estate and Insurance Company, Charleston, S. C.

District 4—Arthur Y. Milam, senior partner, Milam, McIlvaine, Carroll & Wattles, Jacksonville, Fla.; Lewis M. Smith, president, Alabama Power Company, Birmingham, Ala.

District 5—Thomas A. Ballantine, president, Louisville Taxicab & Trans-



Clement D. Johnston

fer Company, Louisville, Kentucky.

District 7—I. F. Betts, president, The American National Bank of Beaumont, Beaumont, Tex.

District 9—Robert C. Appleman, president and general manager, Arkansas Valley Seeds, Inc., Rocky Ford, Colo.

Domestic Distribution—Lionel J. Sorensen, vice president, Motor Products Corporation, Detroit.

Finance—Aksel Nielsen, president, Title Guaranty Company, Denver, Colo.

Manufacture—Melvin H. Baker, chairman of the board, National Gypsum Company, Buffalo, N. Y.

At Large—Dain J. Domich, Sacramento, Calif., immediate past president, United States Junior Chamber of Commerce.



Richard L. Bowditch



Laurence F. Lee



A. Boyd Campbell



William A. McDonnell



Charles G. Nichols



Carl N. Jacobs



FREDERIC LEWIS

AN AUTHORITATIVE REPORT BY THE STAFF OF THE CHAMBER OF COMMERCE OF THE UNITED STATES

AGRICULTURE

Hog slaughter in the last half of 1954 is expected to be about ten per cent higher than for the same period last year. However, total pork production is expected to be slightly less than last year.

Hog prices have been at near record levels for several months. Many experts believe they will break sharply by late summer with the expected heavy increase in marketing.

Beef production is expected to be only two to three per cent greater than last year, unless serious and widespread drought develops. Actually, cattle and calf slaughter this year has been, and will likely continue to be, more than five per cent above last year.

The prospective volume of farm marketings and home consumption of poultry and eggs is about five per cent higher than last year. This will most likely result in slightly lower farm prices on chickens, eggs and, possibly, turkeys. Industry committees, appointed by Secretary Benson to advise him regarding egg and turkey policy measures, have recommended against CCC purchases of those commodities.

CONSTRUCTION

The construction cost indexes reflect a stable situation. While presently ranging somewhat above a year ago, none of the most widely used indexes has shown much fluctuation

recently. These indexes, however, are only partially revealing. They do not evaluate productivity with much accuracy and they do not show the trend in contractors' bids. There is no question but that labor is working more efficiently, competition among both general contractors and special trades contractors is much keener than in many years, and contingency and profit margins are being shaved more closely. The result actually is lower cost than the indexes reflect and more value for the dollar spent than has been true since the war.

The important thing about costs now is not that they are high or low according to some theoretical concept but that they are dependable. The certainties of the present compared with the uncertainties and vagaries of former years provide the great inducement that the construction industry now offers its clients.

CREDIT & FINANCE

Small Business Administrator Wendell Barnes is about to try a new process to stretch the administration's \$55,000,000 lending authority even farther than has been possible under the bank participation program. Outstanding loans now total about \$20,000,000 and local banks are participating in roughly 65 per cent of this total—this in less than one year of operation.

The President has asked that the agency's total lending authority be increased by \$50,000,000 but Con-

gress is talking about an addition of only \$25,000,000.

Mr. Barnes plans to encourage banks to take over the participation loans as soon as borrowing companies have demonstrated their ability to carry the loan and so become good credit risks. He feels that a full year of seasoning should be sufficient to set the compliance and payment pattern. By this means he hopes that a more rapid turnover will make the available funds do a job many times their apparent size.

DISTRIBUTION

Retail, wholesale and service executives are engrossed with the policy changes the sharp transition from a seller's market to one of intense competition requires. The surface issues which concern them are: discount houses, employee buying clubs, special direct channels of distribution from supplier to consumer, fair trade legislation and other price maintenance devices.

Beneath these surface issues, hoary business practices are due for searching study and testing. Historical relations with suppliers may have to be basically changed. Schedules of trade discounts and other price concessions or terms of sale will probably have to be tailor-made according to different types of dealers and the long range value of each to the supplier.

Channel - of - distribution policies are to be carefully re-evaluated.

Credit policies of many companies need a thorough overhauling.

FOREIGN TRADE

Of concern to every businessman is the President's decision to be content with another one year extension of the Trade Agreements Act. This Act was to have been extended for three years and amended to give the President additional authority to enter into trade agreements. In the interim, the President asserted, he hoped Congress would act on a number of collateral bills, including further customs simplification, tax reduction on foreign-earned income, and higher duty-free allowances for returning travelers.

However, the President has pointed out that certain features of his program "can be carried out without further legislative author-

BUSINESS? a look ahead

ity." Among these the most important are, 1, possible convertibility assistance by the Federal Reserve Board and the International Monetary Fund, 2, changes in the application of Buy American legislation and, 3, renegotiation of the General Agreements on Tariffs and Trade for ultimate submission to Congress.

With a flood of highly protectionist bills being introduced in Congress, the real issue today is not liberalization of present foreign economic policy but rather maintenance of the *status quo* until Congress can get into the President's program.

GOVERNMENT SPENDING

As the 1954 fiscal year ended June 30, the federal government debt came close to \$270,000,000,000 forecast last January in the President's budget message. While this is safely below the \$275,000,000,000 statutory limitation, it leaves the Treasury less elbow room than a year ago when the debt was \$266,000,000,000.

Several times this past year, during low revenue months, the debt got close to \$275,000,000,000 and the Treasury's general fund balance was reduced below what its experts regarded as a safe minimum. Strict economy and careful management, however, enabled the government to get through its 1954 fiscal year without increasing the limit.

With the debt now near \$270,000,000,000 the administration may be expected to ask again for an increase in the debt limit. Last year it asked for a \$15,000,000,000 increase. Since, however, the government got by in 1954 with no increase, it is probable that, if Congress grants an increase, it will be less than \$15,000,000,000.

LABOR RELATIONS

Special subcommittees of the Senate and House labor committees have begun a study of pension and welfare funds created under collectively bargained agreements. The committees will attempt to determine if the creation and administration of such funds violates present laws. They will want to know of any racketeering, graft, or mishandling of funds. They also will study whether protection should come at the federal or state level.

Employers' contributions to private pension and welfare funds ap-

proximate \$5,000,000,000 yearly. A recent Federal Reserve Board report showed that reserves in pension funds alone approximate \$17,000,000,000 and are increasing at a rate of \$2,000,000,000 to \$2,250,000,000 annually. Many unions are accumulating vast assets. The Amalgamated Clothing Workers, for instance, reports \$250,000,000 in assets. By combining union welfare and general funds, the AFL Ladies Garment Workers is reported to have \$125,000,000 and the United Mine Workers \$150,000,000.

Of major importance to the entire study is the fact that there are few controls on administrative practices and investment policies of welfare fund trustees.

NATURAL RESOURCES

Business and industry are looking to Congress to open the door wider for the entry of private capital into peaceful uses of atomic energy.

From the beginning of the atomic bomb project, scientists saw the great potentials of atomic power. Originally, emphasis was properly on military weapons. But government still holds a monopoly in atomic energy.

Private enterprise can enter this industry only through changes in the Atomic Energy Act of 1946 which opens the door to private industry only as a contractor for or operator of government-owned facilities.

A dozen or more industry study teams, composed of utilities and manufacturers, have been operating in the atomic picture in cooperation with the Atomic Energy Commission. One group, headed by Duquesne Light Company, is starting work on the nation's first utility-size nuclear power plant near Pittsburgh, Penn. Duquesne Light and other bidders are actually helping to write an amended atomic energy law, merely by their willingness to enter into partnership with the government in this embryonic industry.

The Joint Committee on Atomic Energy has held hearings on revising the Act. House and Senate bills under consideration are a step toward opening the door.

TAXATION

Internal Revenue Commissioner T. Coleman Andrews' campaign to decentralize and simplify the adminis-

tration of our tax laws is continuing.

Source of much taxpayer conflict in the past has been constant irritation over the deductibility of business expenses. A new set of rules has now been issued. Internal Revenue Mimeograph No. 54-92 leaves the burden of proof of deductibility upon the taxpayer but provides for reconstruction of items where full documentary proof is difficult or impossible. Due consideration is to be given to the reasonableness of the amount claimed, the area or community in which the expenditure was made, the reliability and accuracy of other records kept, and the general credibility of the entire record.

This new treatment does *not* mean undue leniency. It *does* mean that the taxpayer who complies with record-keeping requirements will have the benefit of practical administration of the tax laws in those cases where records alone are not adequate or are impossible to keep.

TRANSPORTATION

The plight of the shipbuilding industry is causing concern in Washington. The latest survey of shipyards shows no orders for seagoing merchant vessels placed this year.

According to a study by Under Secretary of Commerce Robert B. Murray, a peacetime nucleus of 36,000 shipyard workers should be continuously employed to meet planned mobilization needs. To maintain this force, he estimates, shipyards would have to build 60 average ocean-going merchant-type ships a year.

Mr. Murray emphasized that government participation in such a program would require careful consideration of its importance relative to other national defense programs. He said, however, that every effort should be made to encourage this construction.

In the meantime, Congress has been asked to appropriate funds, 1, to cover the government's share, under the construction subsidy program, of four passenger-cargo vessels private steamship lines are ready to order; 2, to pay for the experimental conversion of four Liberty-type vessels to make them better suited to military requirements; and, 3, to promote the construction of new tankers by permitting the government to buy and retire to the reserve fleet a number of outmoded tank vessels.

RED MAIL TO U.S. JUMPS 2,500 PER CENT

By **ALAN L. OTTEN** and **CHARLES B. SEIB**

TONY STEPINAC, a worker in a Pennsylvania steel mill, opened his mailbox. Along with a letter from his GI son, the telephone bill and his union newspaper, it contained a thick pamphlet printed in Moscow. Supposedly written by American workers who had toured the Soviet Union, the pamphlet reported that Russian stores bulged with food, people were friendly and happy, and cultural life flourished. All this was contrasted with "spiraling prices" and other distasteful conditions allegedly to be found in the United States.

The same day, Marjorie Jones, a Chicago housewife, found in her mailbox a pamphlet from Berlin, describing a communist-sponsored women's meeting in Copenhagen. Sample quote: "The Russian Revolution for the first time in history gave women freedom and equal rights in all fields. . . . This gain is becoming the inspiration of millions of women throughout the world."

At the same time the editor of a New England newspaper received a Moscow-published treatise on "Normalization of World Trade and the

One U.S. propaganda expert calls the current communist idea offensive "greater in volume and far more effective in presentation than anything I've ever seen"

Monetary Problem." It praised the Soviet economic system, suggested barter as a substitute for trade based on U. S. dollars, and accused American "ruling circles" of trying to make all other currencies subservient to the dollar.

Tony Stepinac, Marjorie Jones, and the New England editor are not part of the communist movement. None of them had asked for the pamphlets they received. They were simply the unwilling targets of three of the many thousands of communist propaganda publications that poured into the United States that day. The flood of Red literature—and especially the fact that it seems to be rising constantly—is causing concern in Congress and in key federal agencies.

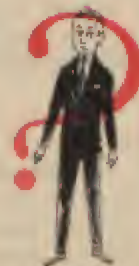
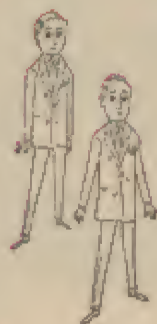
U. S. officials put a top secret label on their estimates of how much communist propaganda is coming into the United States. But they have released several figures which indicate the gravity of the problem. In the past year, the flow has increased by 2,500 per cent. The Customs Bureau lists hundreds of titles of magazines, books and pamphlets which come in regularly. Shipments of an important title run into hundreds of thousands of copies.

Maybe the New England newspaper editor spotted the flaws in the communist economic treatise. Maybe Marjorie Jones and Tony Stepinac also recognized the pamphlets for what they were—distorted communist statements bearing no relation to the truth. But lots of people on the communist mailing lists are taken in. Many of the propaganda publications accomplish their mission: to stir up dissatisfaction with U. S. foreign and domestic policies, make

Rep. Katharine St. George of New York examines some of the Red propaganda which is flooding the country. She has introduced a bill which would deny second, third and fourth class mail privileges for distributing such material



Could there be an unwanted partner in your business ?



SUPPOSE one of your business partners were critically ill . . . and, right this minute, you were waiting for the latest news about him.

Would you only be concerned for *him*, as a close friend and valued colleague? Or would you feel misgivings, too, about the whole future of your firm?

That would largely depend on whether or not there existed, in your safe, an agreement allowing the surviving partner (or partners) to buy up a deceased partner's interest.

In the absence of such an agreement, you might have to face a very awkward situation.

For it often happens, when a partner dies, that his widow or other heirs want to step into the business. When such an arrangement won't work (and, for many

good reasons, it seldom can), a forced liquidation is likely to result—with the value of everyone's share decreased.

If you and your partners haven't thought about this, shouldn't you see your lawyer right away, and have him give you advice about such an agreement for your protection?

Then, let your Travelers agent or broker set up a Travelers Business Life Insurance plan—to provide funds for

buying up the share of any partner who may die.

The annual cost of a Travelers Business Life Insurance plan is usually less than the bare interest you'd have to pay if you *borrowed* money to purchase a partner's share of your business.

If you would like more information about the value of Partnership Life insurance for *your business*, fill out and send us the coupon below.

HELP YOURSELF TO
SECURITY THROUGH



ONE OF THE LEADING LIFE INSURANCE COMPANIES

The Travelers

HARTFORD 15, CONNECTICUT

We'd like more detailed information about Business Life Insurance plans for our firm.

NAME.....

STREET.....

CITY.....

STATE.....

people think the Soviet Union isn't so bad after all, and win recruits for communism—or at least dampen the people's enthusiasm for anticommunism.

Customs Bureau and Post Office Department officials stop much of the procommunist literature. But lack of manpower in these bureaus, legal loopholes and the ingenuity of the Kremlin's agents conspire to get huge quantities of it through to their targets—editors, clergymen, labor officials, libraries, research students, servicemen, and other Americans.

Some of the material is mailed directly to persons in the U. S. from behind the Iron Curtain. Some is mailed from friendly countries such as France and England. Much is imported in bulk and remailed in the U. S. by embassies or other agents of Iron Curtain governments. The content ranges from virulent Hate-America themes to rhapsodies of life under communism. A good 80 per cent of the material is printed in foreign languages, calculated to appeal to Americans of foreign birth who still feel more at home reading their mother tongue or who still have ties with the old country.

THE propagandists' mailing lists appear to be compiled from many sources. Directories of editors, teachers and other opinion-shaping Americans are doubtless culled. People who have donated to communist-front organizations are likely to find themselves perpetual targets of the communist mailings. Members of the U. S. Communist Party provide names of non-Party friends and acquaintances. Iron Curtain countries can obtain leads by watching personal mail from their citizens to U. S. residents. Prisoner-of-war mail from Korea provided the communists with many names, and families of former POW's still receive a large share of propaganda. Many of the propaganda publications include mimeographed forms which ask recipients to suggest "other persons who might like to receive this pamphlet."

It's nothing new, of course, for Uncle Sam's mailmen to be used by foreign propagandists. During the first World War Germany and its friends directed a heavy stream of mail at the United States. Before we entered World War II, Germany and Italy laid down a propaganda blanket. The communists have been sending over propaganda for years, and the volume has been sizable since the start of the cold war.

But it was during the Korean conflict that the Red paper barrage hit monstrous dimensions. From Hong Kong, Peking, Bombay, Prague,

London, Berlin, Moscow and other cities came a steady outpouring of publications "documenting" the Kremlin's charges that U. N. planes engaged in germ warfare and that the Americans were mistreating North Korean prisoners of war. The propaganda storm continues. A long-time Post Office Department expert declares that today's communist effort is greater in volume and far more effective in presentation than anything ever seen before.

Many problems stand in the way of federal efforts to combat the communist mail offensive.

FIRST there is the basic problem of whether this material should be barred. If it advocates treason or overthrow of the American government, there is no question. Such mail must be halted. But literature which stops short of this is something else, no matter how much it attacks government policies or distorts the facts. A traditional American abhorrence of censorship and a desire to permit the fullest possible presentation of opinions has thus far ruled out any flat ban on communist propaganda.

Instead of prohibition, the present law relies on "disclosure" to fight communist propaganda. It doesn't say that the propaganda can't be mailed. It says that communist or other foreign propaganda may go through the mails providing the person who gets it is warned that it is, in fact, propaganda. Whether they are in the United States or abroad, agents of foreign governments who want to mail publications directly to U. S. citizens must register with the Justice Department and file copies of each book, magazine or pamphlet they mail. Moreover, each item must bear a legend stating that it has been sent out by a person registered as the agent of a foreign government.

This sounds fine—but there are many weak spots in this labeling rule, besides the obvious one that the person getting the mail might not spot the warning on the envelope. For one thing, unlike other classes of mail, first class letter mail cannot be opened for inspection unless it is supposed liable for customs duty, so the government can not always tell whether a sealed envelope contains propaganda that the foreign agent didn't label.

Even more important, mail from the embassies, consulates and other diplomatic posts is free from scrutiny or control. Bulk shipments from abroad to diplomatic stations in the U. S. can't be stopped, and there's no telling how much propaganda comes into the embassies in these bulk mailings or in diplomatic pouches, and then is remailed free of any warning.

Then there's the problem of enforcement. Even with respect to the types of mail that can be opened and inspected, Post Office and Justice Department officials lack sufficient manpower to check closely on whether foreign agents in the U. S. actually are abiding by the labeling rules. Bulk shipments of propaganda coming into the U. S. from behind the Iron Curtain need not be labeled and can't be stopped so long as they're addressed to a registered foreign agent in the U. S.—even though there's no guarantee that the propaganda will be properly marked when the U. S. agent remails it.

Mail from outside the U. S. aimed at individual American citizens can be stopped if it can be identified as propaganda coming from an agent of a foreign government and if the overseas agent isn't registered. Iron Curtain countries refuse to register any of their propagandists not in the U. S., so mailings from these countries to persons in the U. S. are automatically held up for inspection. But the Kremlin's press agents are trying to get around this by dispatching more of their propaganda from post offices in France, England and other friendly nations. Often the first Washington knows about a new stream of Red propaganda is a complaint from an angry citizen whose name has somehow gotten on a communist mailing list.

THE problem is further complicated by the fact that propaganda turns up in unlikely places. An engineering treatise suddenly veers off into a vitriolic attack on the capitalist industrial system. A large, beautifully illustrated volume on "The Art of the Slovak People" interlards discussions of Slovak embroidery, weaving and other peasant arts with paragraphs like this one:

"We can say that capitalism, in general, suppresses all talent. This stems from the true bourgeois relationship toward the working man, whose only thought is to exploit his physical strength in order to acquire greater profits for himself. . . . The only way to correct this situation would be under the socialist order, where all the creative forces of the working class are free to flourish, as displayed in the Soviet Union and in this country."

The Customs Bureau, which is primarily charged with spotting incoming propaganda like this, is short of translators and other trained men. Irving Fishman, deputy collector of customs for the Port of New York, says that each month some 25,000 bags of third and fourth class mail come from behind the Iron Curtain.

(Continued on page 62)



How movies lighten the load for Lightnin[®] Mixer salesmen

When you sell heavy equipment like an industrial mixing machine, you can't carry the product around in your brief case. In the case of LIGHTNIN MIXERS, some of which weigh a ton or more, selling problems are further complicated because every mixer is made to solve a specific fluid-mixing problem. Selling the engineering principles involved is a prerequisite to selling the equipment itself.

So the Mixing Equipment Company, makers of LIGHTNIN MIXERS, let movies do the demonstrating. Their 16mm. film, "Fluid Mixing," dramatizes—in color and sound—the efficiency of modern mixer design.

"THE BIGGEST BENEFIT from our movie program," a Mixing Equipment representative says, "is that all important buying influences in a customer company can be concentrated in a single presentation. One recent showing, for example, pulled in an audience of 250 engineers. That's a lot of buying influence. And it represents a tremendous saving in selling costs, too."

The movie has also proved ideal for training new representatives. And thousands of future prospects are now learning about Mixing Equipment through showings to engineering classes at many colleges.

Kodascope Pageant Sound Projectors

are used by company representatives to show the film. They like Pageants because maintenance problems in the field are eliminated by the exclusive pre-lubrication feature. They find Pageants are easy to set up and operate, too. And the projector's amazingly faithful sound reproduction is mighty important when showing the film to a large audience.

For dramatic selling that's convenient, economical, and effective, use movies shown with 16mm. Pageant Projectors. Pageant prices start at a remarkably low \$375 (subject to change without notice). Ask your Kodak Audio-Visual Dealer for a free demonstration or mail the coupon for full details.



**Movies help keep people
on the move . . .
in UNITED MAINLINERS**

To interest travelers in seeing California by air, United Airlines recently made a 16mm. Kodachrome movie, "A World in a Week—California."

It's an unusual movie with a built-in birdman's-eye view. Many unique shots in the film were taken by two remote-controlled 16mm. Cine-Kodak Special II Cameras mounted in aluminum boxes on the plane's tail.

During the past few months, the film has been shown to hundreds of schools, clubs, and travel-minded groups. Already United has noticed an increase in bookings.

This is the sixth traffic-boosting United Airlines film to be made with Cine-Kodak Special II Cameras. Perhaps you, too, have a selling or public-relations story that can be told more dramatically and effectively in movies.

EASTMAN KODAK COMPANY

Dept. 8-V, Rochester 4, N. Y.

7-56

Please send me the name of the nearest Kodak Audio-Visual Dealer and complete information on equipment checked:

- ☐ Kodascope 16mm. Pageant Sound Projectors
- ☐ Cine-Kodak Special II Camera

NAME _____

POSITION _____

COMPANY _____

STREET _____

CITY _____

(Zone)

STATE _____

Kodak

It's better business to buy Chevrolet trucks



They trim time and cut costs on the farm as in the city!

New Chevrolet trucks are saving time and money on all kinds of jobs these days. On farms . . . on cross-country runs . . . on city delivery routes, owners are finding that these great new trucks have everything it takes to do more work per day . . . more work per dollar.

You'll find it's true on *your* job, too. Whatever the size or type of truck you use, there's a new Chevrolet truck built to bring down your costs.

For example: Does your job require a stake or platform truck? New Chevrolet stake and platform models bring you more load space so that you can haul bigger, bulkier loads. As a result, you save extra trips. And the bodies

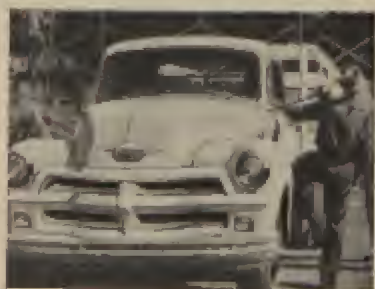
are set lower to the ground for faster, easier loading.

Or maybe you use pickups on your job. New Chevrolet pickups offer these same time- and work-reducing advantages. And they have a new tight-sealing tailgate that prevents leakage of sand, grain and other loose loads.

Here's something else you'll like. *Every* new Chevrolet truck delivers new hour-saving power plus increased operating economy.

Small wonder so many truck users in every field are choosing new Chevrolet trucks. Why not drop in and get the details—and the deal—at your Chevrolet dealer's. . . Chevrolet Division of General Motors, Detroit 2, Mich.

CHEVROLET ADVANCE-DESIGN TRUCKS



NEW COMFORTMASTER CAB: Offers new comfort, convenience and safety. New one-piece curved windshield provides extra visibility. New instrument panel is easier to read and controls are easier to reach. It's the cab that has everything a truck driver wants!

New Chevrolet trucks offer more advantages you need and want—

NEW RIDE CONTROL SEAT:* Seat cushion and back move as a unit to "float" you over bumps. Eliminates annoying back-rubbing.

NEW CHASSIS RUGGEDNESS: Heavier axle shafts in two-ton models, more durable clutches in light- and heavy-duty models, stronger frames in *all* models.

NEW AUTOMATIC TRANSMISSION:* Proved, thrifty Truck Hydramatic transmission is offered on ½-, ¾- and 1-ton models.

NEW ENGINE POWER AND FUEL ECONOMY: Bigger, brawnier "Thriftmaster 235" engine. Rugged, durable "Loadmaster 235" engine. All-new "Jobmaster 261" engine.* All three deliver new operating economy!

NEW, BIGGER LOAD SPACE: New pickup bodies have deeper sides. New stake bodies are wider, longer and roomier.

*Optional at extra cost. Ride Control Seat is available in all cabs of 1½- and 2-ton models, standard cabs only in other models. "Jobmaster 261" engine available on 2-ton models.

MORE CHEVROLET TRUCKS IN USE THAN ANY OTHER MAKE!



HARD WAY TO MAKE A MILLION

By RICHARD GEHMAN



ARCHIE LIEBERMAN

Boundless energy has brought Lionel Hampton success while the name-band business was declining

MEMO TO THE A.E.C.: If experiments in peacetime applications of atomic energy are lagging, get in touch with a 39 year old bandleader named Lionel Hampton. Although Hampton, or The Hamp, as he prefers to be called, knows little about the technical aspects of nuclear power, he probably could explain it in his own language, a species of hipster-talk that would baffle a physicist. There is no question that The Hamp knows the fundamentals of atomic energy, for he possesses power potential which rivals that of cobalt.

Hampton's prodigious energy alone has enabled him to become one of the most successful bandleaders in the world. The big-name band business reached a peak in the late '30's and has been declining since. Most of the leaders—Fred Waring, Vaughn Monroe, Horace Heidt—have stayed on top by using choruses, production numbers, and having their musicians put on funny hats. The straight, musicianly bands, particularly those that play hot, have found the going rough indeed. The big Negro bands have had more trouble than the white ones, because there are fewer places where they can play. Unless a band gets a good series of stands at hotels, and makes records, and gets plenty of air time, and knocks off a contract for a television show, it has no hope of getting into the upper brackets—unless, of course, it is led by Lionel Hampton.

Last year Hampton grossed more than \$1,000,000. He did it without particular benefit from record sales (he does not make many records and he has never cut a really big hit, except for his theme, "Flyin' Home," a steady seller over the years). He did it without any plush hotel engagement. He did it simply by dint of his appalling energy. In 1953 he played more than 200 one-night stands, including a back-breaking 40 day tour of Europe.

Before taking his band to Europe last summer, The Hamp made "a little swing through the South." In ten days he and his boys played ten cities. Some days they jumped 500 miles. The schedule becomes doubly frightening when you consider that the Hampton organization travels exclusively by chartered bus. In the

middle of that southern swing, Hampton's booker, Joe Glaser, called him up and told him he was arranging the jaunt to Europe.

"Solid, man," said The Hamp. "But remember—I won't go by boat, and I won't go in the big metal bird."

"How the hell will you get over, man?" Glaser demanded. "They want you *the most*."

"If they want me that bad," said The Hamp, "let *them* figger it out."

Later, Glaser and Hampton's wife, Gladys, a handsome lady who acts as her husband's manager, talked him into flying. Not the least of their arguments was pointing out that, when they returned, their chartered plane could zoom into Idlewild airport with the whole band blaring "Flyin' Home." The idea appealed to The Hamp, who loves spectacle almost as much as he loves to eat. Once, in Washington, D. C., playing a concert on a barge, he concluded a rendition of the theme by having his five front-line saxophonists dive into the Potomac, uniforms, instruments and all. Frequently, when the band is swinging into a frenzied sixteenth or seventeenth chorus of the number, Hampton will lead them off the bandstand down to mingle with the dancers.

There is no other big band in existence like Hampton's. For one thing, it is a well rehearsed group composed of young men who idolize their high-powered leader. The boys jump like the old Count Basie band that came out of Kansas City in the '30's, and few bands have ever touched that one. It has a rock-solid beat, an insistent rhythm produced by the drummer, the piano man, and the guitarist and bassist, both of whose instruments are electrified, plus the drums that Hampton plays.

It has a brass section that goes high enough to shatter glasses; it sounds more like a marching band than one designed for dance music. The brass helps the rhythm by playing figures. Then, too, it has a saxophone section that is as rich, full and warm as the reeds in the old Jimmie Lunceford band, with which at one time none could compare. Finally, it has The Hamp himself, a virtual virtuoso, as one fan has described him. The Hamp plays hot, hard, whaling vibes, as he would say;

Many firms like yours cut costs with Friden figure-thinking

You find Fridens everywhere in business. Because the Friden performs more steps in figure-work *without operator decisions* than any other calculating machine ever developed. Each automatic Friden decision reduces business overhead costs by saving human time.

It's likely your business can't afford NOT to own a Friden. See what you think when you see the Friden figure-think. Call in your nearby Friden Man and watch a demonstration! Friden sales, instruction and service available throughout the U.S. and the world. FRIDEN CALCULATING MACHINE CO., INC., San Leandro, California.



RESTAURANTS

...use the fully automatic Friden Calculator to quick-check operating expenses, daily item costs, income and invoices, also for payroll and tax calculations. *No special operator training is required to use the Friden Calculator!*



RAILROADS

...mechanize system figure-work in all departments with the fully automatic Friden Calculator. Applications include interline freight abstracts, waybills, valuation, statistical reports, passenger accounting. *The Friden has big-volume capacity!*



MILK PLANTS

...handle milk check register calculations swiftly with the fully automatic Friden Calculator, also figure farmers' payrolls, drivers' load sheets, cost proration, discounts. *Time-savings pay back quickly the cost of a Friden!*



Friden builds calculators in a wide price range, in every size, for every figuring need

Friden

THE THINKING MACHINE OF AMERICAN BUSINESS

© Friden Calculating Machine Co., Inc.

but he also plays delicate, highly imaginative stuff.

Hampton's band enjoys itself while in action as few other bands do. The 17 men prance all over the stand as they play. A trumpeter leaps down to play figures with the saxophones, the piano player works standing up in sheer exuberance, and Hampton himself plays both drums and vibes in nearly every number. He also leads, not with a baton but with his body, throwing himself about like a dervish. He juggles drum sticks and hurls them into the audience; he tap-dances and turns somersaults. The only time he is still is when he is crouched over the vibes, and then the stillness is only relative: He bounces up and down in rhythm, singing to himself in a sort of half-chant, half-grunt. Invariably, the audience and band take up this curious sound and sing along.

Audiences everywhere react violently to this pounding, compelling performance. The writer once saw the band get the crowd in the Uptown Theatre, a Philadelphia house in the Negro district, rocking so that the floor actually swayed up and down; the following week he observed 3,000 staid Pennsylvania citizens, dressed in their Sunday best, dancing like wild men in the Ephrata American Legion Park. Hampton draws huge crowds wherever he goes, and it is no exaggeration to say that he goes everywhere. In 1948 President Truman was asked what band he wanted to play for his inaugural ball. "I want the band that plays at the crossroads of the country," he said. Hampton was hired by unanimous choice of the committee. Four years later, he was honored again by being selected to play for President Eisenhower's ball. A friend, hearing of this, asked him why he accepted, since he had been a Stevenson partisan. "Why," said The Hamp, "it's 'cause I want to bill myself, 'Lionel Hampton—Stumped for Stevenson and Stomped for Ike!'" At the ball, Hampton posed for a picture with the new President. His musicians were not awed by the occasion; they saw no reason to hide their natural exuberance.

One hour on the stand with his boys leaves Hampton soaking with perspiration. Yet, more often than not, when the evening's work is over, he will go out and seek equally strenuous diversion. Once, after playing a two-hour show at the Philadelphia Uptown, he asked a friend to accompany him to a nearby night club, The Tropical. "Man," Hampton said, "there's a little chick about 16 years old plays tenor saxophone with that band, and man, how she blows! Oh, she just blows, and blows, and

blows!" When The Hamp walked into the club, a mighty cheer went up. He sat down and ate what, for him, was a snack: two large fried-chicken sandwiches and a double order of shrimp chow mein. Then, unable to contain himself, he got up on the stand with the six-piece, all-girl band. While he played daemonic drums, the girls knocked themselves out; the little tenor chick blew and blew and blew. The frenzy in the club was worse than it had been at the Uptown. Hampton's fresh suit was a dripping rag within 15 minutes. He jammed with the girls until the club closed at two, and then went to an after-hour club, where he played drums, danced, and sang until five a.m. On Hampton's nights off in New York, he heads for The Embers, a night spot where jazz musicians and



their admirers gather. He is not there 15 minutes before he gets on the stand with the players. When The Embers closes, at four, he likes to round up a group of the boys and find a place where they can go on playing for the rest of the night.

On the town, Hampton is the personification of conviviality. He keeps his friends in an uproar with his nervous, restless energy, and with his colorful, peculiar language, which he calls "spectacular vernacular." The layman needs a hepcat's dictionary to follow The Hamp in ordinary conversation. One day he was trying to explain some of the words to a friend who had asked him exactly what *hep* means. "You don't say *hep* any more," Hampton said. "It means aware, or sharp, but you don't say it, man. The word now is *dap*. You want somebody to know a man is sharp, is *au reet*, you say he's *dap*. Must come from dapper. Same way, you don't say a cat *ain't nowhere* any more, meaning you don't like him or don't want him around. What you say is, he's *jailhouse*. If you got *jailhouse eyes* for somethin', it means you don't dig it, means you don't like it or don't understand it. If a cat's a lover, you call him a *Continental*. If

a cat plays a good solo, you say that cat's *whalin'*. If a cat says, 'Let's go get a beer,' and you say, 'You got one,' that means you're agreeable to it. It means you got eyes for it."

On the front of The Hamp's instrument van is lettered "WATCH YO' NOSE, HAMP." This is a legend he had put up for his own benefit. It comes from another expression he favors. A man, or cat, with his nose open is a man taken by surprise. He explains, "I always try to watch my nose. I always keep it closed."

Most jazz musicians lead a private life consistent with the supercharged music they play. The Hamp is an almost unbelievable exception. Away from his music, away from the jam sessions, he is a sober, serious, conscientious, even scholarly man, leading a quiet, meditative life. He has been happily married for 20 years to the former Gladys Neal, who was once a Hollywood dressmaker for Joan Crawford and other stars. The Hampsons live in a modest apartment on West 138th Street in New York, along with two parrots, one named Cackleface. Mrs. Hampton goes on the road with her husband to most engagements, driving either a scarlet MG, the horn of which plays the first 16 bars of "Flyin' Home," or a gray Jaguar, the horn of which plays the harmony. The Hampsons are active crusaders for the rights of their race and for humanitarian causes. Perhaps no other bandleader plays so many benefits. He has a six-inch stack of citations and a trunkful of plaques, but he is proudest of the honorary doctorate he received in the spring of 1953 from Allen University in Columbia, S. C. He does not confine his good works to his own race; he has been cited by the Catholic-Youth Organization in Indianapolis, and by the National Jewish Hospital in Denver.

It is good public relations, of course, to appear at benefits and to back good works, but in Hampton's case there is an extra dimension of sincerity. He is devoutly religious. Wherever he goes he carries a leather case containing a Bible and Mary Baker Eddy's "Science and Health and the Key to the Scriptures." He was converted to the faith by a man named Till Tom, whom he met while playing with Benny Goodman at the San Francisco Exposition. "Till Tom told my wife and me how God had helped him become a leadin' concessionaire around the town," Hampton recalls. "At that time I was goin' into the band business, and I decided to dedicate myself to God." Today Hampton is so dedicated that he occasionally preaches small sermons to his friends and musicians. "I'm in

(Continued on page 92)



The new plant of Scio Pottery Company, Scio, Ohio, is protected by more than 3,250 gallons of Uniflex Aluminum Roof Coating, manufactured by The Acorn Refining Company, Cleveland, Ohio.

Scio Pottery waterproofed, insulated, rustproofed an entire plant with one coat of **ALUMINUM ROOF COATING**...and so can you!


Several years ago the famous Scio Pottery plant was destroyed by fire. As the new buildings went up, maintenance engineers specified *one* roof coating that would insulate, waterproof and rustproof *all* the roofs, from corrugated metal and galvanized to paper and composition. They specified *aluminum roof coating*!

As an insulator, Scio has found that aluminum roof coatings reflect the sun's rays, lower roof temperatures as much as 40° and substantially reduce inside temperatures. Because of the acoustical properties of this coating, interior noise was

diminished. Moreover, condensation and subsequent corrosion on metal quonsets were sharply reduced.

Aluminum roof coating like this contains asbestos fiber in an asphalt base, pigmented with brightly polished ALCOA Aluminum flakes. Once applied, it remains firm on top, but soft and pliable beneath its protective, reflective shield of aluminum. It will not sag or run under tropic sun, or crack under frigid cold.

ALCOA does not make roof coatings. But we will gladly refer you to reputable manufacturers who do. Write today. Use the coupon.

ALCOA 
ALUMINUM

ALUMINUM COMPANY OF AMERICA

Paint Service Bureau
Aluminum Company of America
1797-G Alcoa Building, Pittsburgh 19, Pa.

Please send me information on asphalt asbestos aluminum coatings. I am interested in protecting

Name _____

Company _____

Address _____

City _____ Zone _____ State _____



Washington skyline rises behind Melpar, Inc., research and development plant at r

World's new science center

Text and pictures by **EDWARD BURKS**

Washington is now world center for science.

President Eisenhower's budget recommending the spending of more than \$2,000,000,000 in support of research and development makes the White House the hub of this effort but the private corporations and companies play an increasing part in the scientific development that begins in Washington.

Federal research bureaus, agencies and laboratories are everywhere.

On broad Constitution Avenue are the Atomic Energy Commission and the National Academy of Sciences. On downtown H Street is the National Science Foundation and just off Sixteenth Street on P is the Carnegie Institution. The 55 buildings of the Naval Research Laboratory front on the Potomac River in a southwest corner of the District, and in nearby Maryland are the 75 acres holding the Naval Ordnance Laboratory. In between, on tree-lined Connecticut Avenue, is the National Bureau of Standards.

The research and development companies of private industry are even more numerous: on the cobblestones of old Georgetown and across the Potomac in Virginia, and in Silver Spring, Md.

There are many interlacing functions in this body scientific. The National Science Foundation, an independent federal agency, is the guardian and supporter of pure research. One of its jobs is to maintain an equilibrium between the basic need for scientist-teachers in universities and the siphoning action of private industry. The National Academy of Sciences—and its working arm, the National Research Council—is a private, nonprofit corporation which acts as adviser to both the federal government and private agencies. Thousands of American scientists collaborate without pay to solve problems presented by the Academy-Council. The Carnegie Institution is a private agency doing basic research, encouraging in the broadest sense the application of gained knowledge to help mankind.

Washington's National Bureau of Standards provides the measuring standards which make physical science possible. It has experts in almost every science who also give free advisory consultation to private concerns. The importance of its own research can be gauged by the fact that more than 4,000 engineers came in one year to see one development.

Both the Naval Ordnance Laboratory and the Naval Research Laboratory are dedicated to technological development and research "for Navy and for country," but they also offer help and testing facilities to private research and development companies.

More than 25 private companies doing research and development operate in the Washington area and do a business of \$70,000,000 a year. The big three are Engineering & Research Corporation, Applied Physics Laboratory, and Melpar, Inc.

Business is excellent with research and development in Washington. Company after company quotes "100 per cent expansion," "doubled personnel," "tripled floor space." Comparative youngsters, most began operation in the mid '40's. The bulk of their contracts apply to electronics; but guided missiles, rocket propellants, metallurgy, metal-working tools, instrumentation, chemistry and acoustics have their place.

Most companies are enthusiastic about Washington as a locale. They like best of all being close to their main customer, Uncle Sam, but they also consider the area an information center. They like being close to the Patent Office, the Government Printing Office, the Census Bureau and the Department of Commerce. Among many libraries, the Library of Congress is called "the best scientific library in the world."

Washington also functions as a crossroads of the world for contact between scientists—whether in the area on individual business or attending meetings of national and international societies. This produces the all-important cross-fertilization of ideas through personal contact—something the manuscript and the lecture never quite accomplish.

It is also the place where scientist and businessman meet: The scientist discovers that the executive vice president has a good knowledge of the practical value of basic research while the executive discovers that the scientist isn't living alone in an ivory tower but in fact must often make the wrenching leap from pure research to dollars and cents application.

Unclassified processes and developments from government-sponsored contracts are immediately released and published. In terms of national industry and employment, then, each research scientist multiplies himself manifold. These are the men who create the processes which make the jobs so Joe can work. These are also the men who develop the weapons which defend the freedom which Joe has inherited.

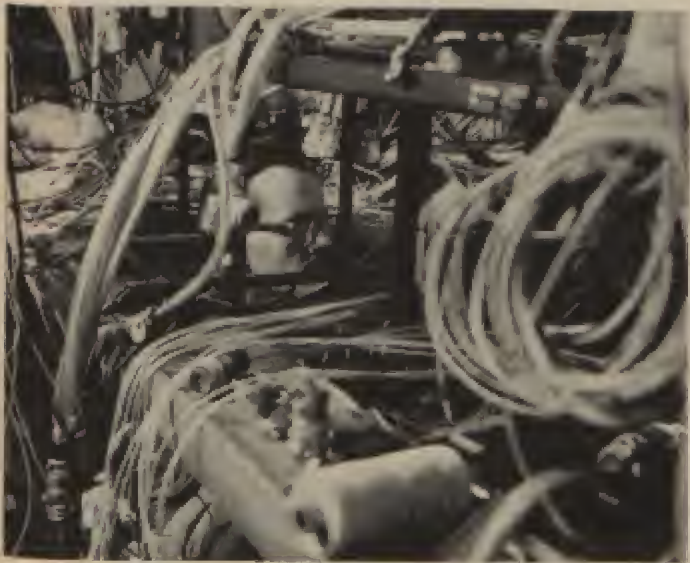
And what does Washington think of this flourishing crop of scientists in a garden where only lawmakers and bureaucrats grew before?

She likes the clean and smog-free operation of their research and development plants. And she likes these scientific people who appreciate her cultural charms of theaters, art galleries and symphony halls.

176 DEGREE HEAT doesn't bother the climate chamber operator at Naval Ordnance Laboratory during a tropical test of a 2,000 lb. air bomb. His suit is fed a continual blast of cool air which leaks out through porous nylon, keeps operator at a comfortable 75 degrees



AN OCEAN DEPTH of a half mile can be simulated in this Pressure Vessel at Naval Ordnance Laboratory. It weighs 210 tons, holds 15,000 gallons of water, is used for environmental testing of weapons like this Mark XVI mooring mine



30 MILES OF WIRE, 40,000 parts go into complex flight simulator being built at Engineering & Research Corp. for Air Force pilot instruction. In use, simulator reproduces flight conditions even to lightning flashes, static on radio and engine vibration

SOLID VERTICAL LINES are mercury columns of a pressure-measuring manometer which checks the frantic pulses of ram-jet combustion at Applied Physics Laboratory, a division of Johns Hopkins University. APL has a \$6,000,000 annual payroll, also integrates and guides the programs of such prime contractors to the federal government as Consolidated Vultee Aircraft Corp., RCA, Goodyear Aircraft Corp., Standard Oil Development Co., Bendix Aviation Corp.

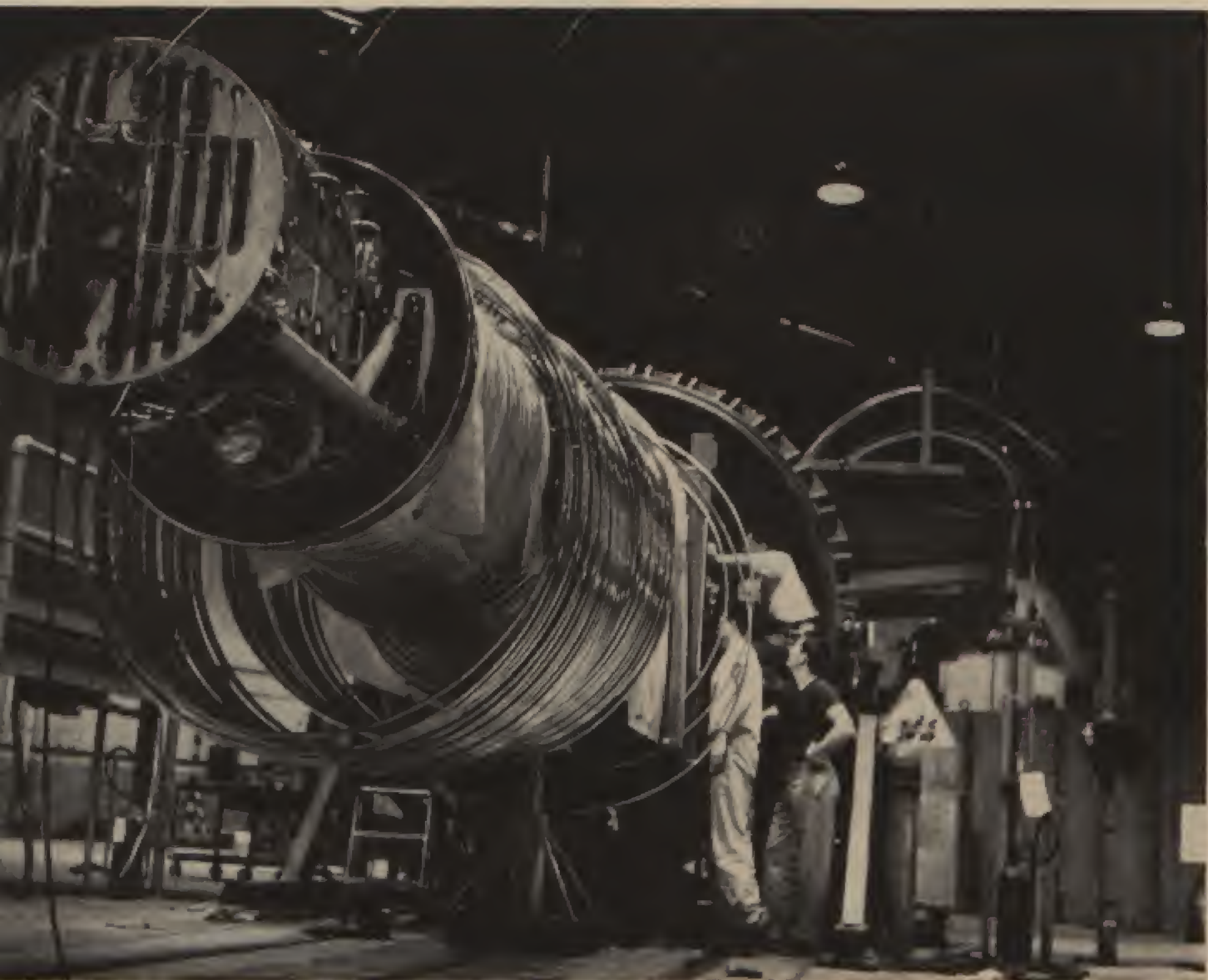




WHEAT TO BREAKFAST CEREAL to wallboard. Stanley F. Reed, 36-year-old president of Reed Research, Inc., accepted challenge of economist with the Joint Congressional Committee on Defense Production to prove value of specific research by doing something about surplus wheat. Wheat is puffed, resins added, then molded under heat and pressure to form light, strong building material



DISROBED ATOM SMASHER undergoes repairs at Naval Research Laboratory. This 5,000,000 electron volt Van de Graaf generator allows study of nuclear structure. Secretary of Defense Wilson has asked Congress for funds to build a nuclear reactor at NRL. It will be the first in a military establishment





DEGAUSSING EQUIPMENT which sets up magnetic field protecting atomic submarine Nautilus from magnetic mines was perfected on a scale model in Naval Ordnance Laboratory



THIS EYE UNDERSTANDS what it sees. Reading machine developed by Intelligent Machines Research Corp. actually senses characters and numerals and has logic and decision circuits. Its output can actuate a typewriter or card-punch machine. First commercial use will be reading and sorting canceled American Express checks

MINIATURIZATION of full-sized model of direction-finding antenna permits accurate laboratory testing at Melpar, Inc., a division of Westinghouse Air Brake Co. Melpar mushroomed from 15 people and \$50,000 a year in 1946, doubled every 18 months to a present 1,200 employees and \$15,000,000 yearly business—mostly in electronics



SOIL IMPROVER from sawdust. Dr. Eduard Farber of Timber Engineering Co. developed Fersolin—a treated sawdust which lessens erosion and improves crop yield when added to soil. It is not yet available commercially, but a pilot production plant is going up on the West Coast



ATOMIC FLAMES flare in these glass tubes at the Research Center of Applied Physics Laboratory as molecular gases are converted into atomic gases in a study of the spectra of interacting atoms. APL developed the proximity fuse for rotating missiles, the Aerobee sounding rocket and the first practical ram-jet engine



LIGHTER SHIELDING for mobile atomic power plants is long-range aim of tests in Naval Research Laboratory's 24,000 gallon test tank. Operator is lowering radioactive capsule to position near test material and instruments. Water acts as safety shield

THREE FOOT THICK WALLS for safety house the 2,000,000 electron volt X-ray machine which makes it possible to test interior of a five inch shell without tearing it down. Naval Ordnance Laboratory's primary purpose is to develop Navy weapons and their operating equipment

SANDBAG BARRIERS cut big room into small compartments to protect remote control operators during burning tests of solid rocket propellants at Atlantic Research Corp. One of Washington's bright young organizations, ARC capitalized for \$1,000, with a staff of three in 1949—has now passed the million per year mark and is still expanding



BAFFLE AND JET flame-holding test is part of basic research at Applied Physics Laboratory to improve efficiency of ram-jet propulsion for missiles. One of APL's main efforts now is the development of guided missiles for the Navy

NEW \$2,000,000 home and technical-activity center of Applied Physics Laboratory. Choice of site was governed by nearness to river for dissipation of enormous amounts of heat generated by experiments

NATION'S BUSINESS • JULY 1954



EVERYTHING but the radiation. Mimic atom bomb developed by Airtronic Research, Inc., for Civil Defense demonstrations—and possibly for troop training—forms the familiar umshroom at a height of only 150 ft. Bomb has light, radiant energy, shock wave and ash fall-out, but is nonradioactive



"I personally feel that, as science and technology become increasingly important in our civilian economy and defense planning, there will be a continuing increase in the number and variety of privately supported scientific activities in the Washington area—where the facilities and aids of government laboratories offer outstanding advantages."

DR. ALLEN V. ASTIN, director, National Bureau of Standards

ICE CREAM CONES SCOOP UP

\$24,000,000 SALES

THIS is the golden anniversary year of the ice cream cone and the little-known industry which makes it. The cone business, like the young customers on whom it depends, is full of optimism for the future.

However, children are not the only ones who eat ice cream cones. Shot putters bolt them down before track meets for quick energy; elder statesmen nibble them meditatively while sitting on park benches. And no self-respecting U. S. battleship will hoist anchor without an ample supply of ice cream and cones aboard.

Americans consume more than 4,000,000,000 ice cream cones annually. Of the 606,550,000 gallons of ice cream sold in this country last year, one third of bulk sales went into the little wafer cornucopias. Not counted in this total are the 60,000,000 gallons of "soft" or "frozen custard" ice cream eaten in 1953, much of which went into cones.

The exact day on which the first ice cream cone came into being is unknown. Ice cream cone aficionados are positive, however, that the event took place during the St. Louis World's Fair in 1904. The cone's originator was Ernest A. Hamwi, who had a concession selling penny sugar waffles. These were crisp tidbits, baked on the spot and sprinkled with powdered sugar. Around 1900 the waffle man was a common sight at fairs and carnivals—as was the hokey-pokey man, a vendor of ice cream.

Mr. Hamwi was selling waffles one hot afternoon when a nearby ice cream concession ran out of clean dishes during a rush period. Rather than turn away customers, the hokey-pokey man rushed over and had Mr. Hamwi roll some of his waffles into cone shapes which hardened in a few seconds as they cooled. Scoops of ice cream were placed in the cones. The combination became an overnight sensation and was hawked under the name of "World's Fair Cornucopias." By 1906 they were popular the country over and were called "cones."

The 100 companies which manufacture ice cream cones in the U. S. today have total annual sales of around \$24,000,000. It is a comparatively small industry and three firms—Maryland Baking Company, National Biscuit Company and Illinois Baking Company—account for 80 per cent of the total output.

In manufacturing 4,000,000,000 cones, these companies use an estimated 50,000,000 pounds of flour, 3,500,000 pounds of sugar, 1,500,000 pounds of tapioca,

250,000 pounds of shortening, 250,000 pounds of salt, and 150,000 pounds of baking powder.

The industry has two hallmarks: The demand for its product depends directly on the heat, with about half of all cones being consumed between the Fourth of July and Labor Day, and the majority of its customers are youngsters, putting the industry in competition with the candy, gum and soft drink people.

The cone business considers itself depression-proof. When money is scarce, soda fountain operators stop pushing 40 cent sundaes and offer triple-decker cones to attract customers.

Along this line, the trade journal, *Ice Cream Review*, recently called for the return of the five-cent cone as a "traffic builder."

Industry veterans say easterners outstrip the rest of the country in ice cream cone consumption. This is primarily because the eastern states have lots of hot summer nights (most ice cream is eaten during the twilight hours). The Middle West is second in the number of cones devoured per capita and the South is third, largely because of a Dixie predilection for soft drinks. The cool Far West and Rocky Mountain states finish fourth.

Vanilla has always been the most popular flavor of ice cream served in cones. Although the International Association of Ice Cream Manufacturers lists 174 flavors ranging from avocado to root beer, vanilla accounted for 51 per cent of all ice cream sold in 1953.

Sixty-five per cent of the cones made today are of the cup variety; that is, they have a flat bottom instead of a pointed end. There are two reasons for the rapid acceptance of the cup cone since its introduction during the early '30's. One is that it is more popular with adults because it doesn't seem so childish. The other is because the cup cone was adopted by the soft-serve ice cream stands which sprang up after World War II. These roadside concessions sell about 1,000,000,000 cones a year.

The Dairy Queen Association, which already has 2,000 domestic soft-serve stores in operation, is doing much to popularize the ice cream cone abroad. This year Dairy Queen stores and trucks will operate in Canada, Mexico, Cuba, Hong Kong, Japan, India, Egypt, Italy, France, Belgium, and other countries.

Sales promotion in the cone business usually is done in cooperation with ice cream manufacturers. The latest wrinkle is a package of six cones designed to be given away with the purchase of a half gallon of ice cream. Larger packages also are available in the food markets for housewives who keep bulk ice cream in their freezers. Hopalong Cassidy and Howdy Doody have been enlisted by two companies to stimulate sales of these packs.

But more than upon such sales innovations, the industry is basing its hopes for the future on a statistical fact—more babies are being born today than ever before. Traditionally, it is the youngsters who stow away cones and industry spokesmen note that 35,000,000 babies have been born since 1945.

Cone manufacturers know they will have stiff competition for this market from the ice-cream-on-a-stick novelties, booming rivals of the ice cream cone invented in 1920 and since merchandised to a fare-thee-well by the Good Humor Company.

However, the cone makers don't seem particularly worried about the public ever losing its taste for a crunchy cone filled with its favorite ice cream. For insurance, though, they are introducing a tortilla flavored, moisture resistant cone in which to serve chili con carne at sporting events, drive-in theaters and lunch stands. Let the Good Humor men try to put hot chili con carne on a stick!—CHARLES G. FRANCIS

END

"WE CUT OPERATING COSTS \$67,000 A YEAR— BY BURNING COAL THE MODERN WAY!"



This unretouched photo shows Bernheim's modernized power plant operating under full load. Three boilers now provide more steam than six boilers did before modernization. Automatic combustion controls have been installed. The increased efficiency has resulted in large fuel savings, virtually smokeless operation, and greatly reduced maintenance costs.

Why not take full advantage of coal's economy? Cut your operating costs to a minimum with automatic coal- and ash-handling equipment. Get more steam for every dollar with an up-to-date combustion installation.

Whether you're building a new plant, or planning to modernize, a consulting engineer can show you how you can get big savings by burning coal in a modern plant designed to meet your *specific* needs.


Consider, too, that of all fuels, coal alone has virtually unlimited reserves. And America's coal industry leads the world in efficient, economical production. That means that, unlike other fuels, ample coal will be available in the future—and at relatively more stable prices.

If you operate a steam plant, you can't afford to ignore these facts!

- COAL** in most places is today's lowest-cost fuel.
- COAL** resources in America are adequate for all needs—for hundreds of years to come.
- COAL** production in the U.S.A. is highly mechanized and by far the most efficient in the world.
- COAL** prices will therefore remain the most stable of all fuels.
- COAL** is the safest fuel to store and use.
- COAL** is the fuel that industry counts on more and more—for with modern combustion and handling equipment, the inherent advantages of well-prepared coal net even bigger savings.

BITUMINOUS COAL INSTITUTE

A Department of National Coal Association, Washington, D. C.

FOR HIGH EFFICIENCY  FOR LOW COST
YOU CAN COUNT ON COAL!

This Currier & Ives reproduction shows two "Lightning Express" trains, about 1863.



The railroads wrote
the timetable for
America's advance...

AND THEY STILL SET THE PACE FOR BETTER THINGS TO COME

Ever since the earliest trains began chugging through the green valleys and across the plains and mountains, America's railroads have been an unfailing symbol of progress.

Wherever the trail of locomotive smoke was seen and the clicking of wheels on rails sounded, there America was on the move. Lands were cleared and cultivated. Homes were built. Industry sprang up at railside. Towns became cities as quick and economical transportation by rail made possible the modern wonder of the American mass market.

Today, just as much as in frontier times,

efficient utilization of the nation's resources depends upon railroad service. To keep ahead of demands for transportation, both now and for the future, the railroads have spent 9 billion dollars just since the end of World War II—for new locomotives, new cars, and for betterment of the whole railroad plant to increase efficiency and improve service.

It is this kind of investment (of their own money) that enables the railroads to haul more goods more miles than *all* other forms of transportation combined... and do it at a lower average charge than any other form of general transportation.

Today's freight trains turn out three times as much transportation service in an hour as did the trains of even thirty years ago—and many times as much as was produced by the pioneer trains.



ASSOCIATION OF AMERICAN RAILROADS
WASHINGTON 6, D. C.

Red Mail to U. S. Jumps 2,500 Per Cent

(Continued from page 46)

Each bag contains 20 to 40 packages of mail, and each package contains two to 500 pieces. And 85 per cent of all this, he estimates, is propaganda.

About two thirds of this is in bulk form, addressed to embassies or registered foreign agents in the U. S., and cannot be confiscated. The remaining one third is addressed to individual citizens and institutions, and can be confiscated—if it is examined and identified as communist propaganda. To examine and identify this huge amount of mail, however, his office has only four translators.

The situation at other ports is even worse. Mr. Fishman recently told congressional investigators that propaganda was pouring into St. Paul at the rate of 120,000 packages a month. To examine this, he recounted, "I found one man, who was not a linguist, struggling along with a Russian dictionary."

Federal officials and agencies concerned with the problem suggest different solutions.

The Customs Bureau says that first in importance is a larger appropriation so it can hire more people to inspect incoming mail.

The Post Office Department already has taken on additional translators and other personnel to step up interception of the propaganda.

The Customs Bureau also suggests that each piece of propaganda be labeled as such before it is released from customs—even though it is in a bulk package going to a registered foreign agent in the U. S. or to a diplomatic post. That, it declares, would prevent the agent from ignoring later the labeling provisions. Finally, the Bureau recommends that Iron Curtain embassies and consulates be required to register as foreign agents and label their propaganda mailings.

The Justice Department is more worried over the fact that the only basis for stopping incoming propaganda mail addressed directly to U. S. citizens is an interpretation of law issued in 1940 by the then attorney general, Robert H. Jackson. The Department has asked Congress to nail down the authority for this action by writing it into the law.

Sen. Pat McCarran of Nevada would make any officials in the embassies or consulates of Iron Curtain countries who actually work on propaganda jobs subject to the foreign agents registration and label-



*Fairfax continuous towels used by Brown & Williamson Tobacco Corp. are serviced by Virginia Linen Service, Petersburg, Va.

Brown & Williamson, makers of "Raleigh" Cigarettes, use Cotton Towels* for maximum plant sanitation



**Here's How
Linen Supply Works . . .**

You buy nothing . . . your linen supply dealer supplies everything. The low cost includes cabinets, pick-up and delivery, provides automatic supply of freshly laundered towels and uniforms. Quantities can be increased or decreased on short notice. Local service is listed in your classified book under **SERVILINEN, LINEN SUPPLY or TOWEL SUPPLY.**

• The makers of "Raleigh" Cigarettes believe that cotton towel service is an important phase of their sanitation program. Since they have been using cotton towels, plant washrooms are kept tidier and cleaner, and their employees appreciate the greater comfort of soft, absorbent cotton towels. Raleigh Cigarettes, "the pack with the coupon on the back," are made at the Petersburg, Virginia, plant of Brown & Williamson Tobacco Corporation, where more than 1600 persons are employed.

Whatever your towel problem . . . whether you operate a factory, institution, office or store . . . you can be sure that soft, gentle, absorbent cotton towels will do the best job in promoting employee morale, building customer good will, increasing tidiness in your washrooms and cleanliness among your employees. Cotton towel service is economical, it's efficient and it's a sign of good management.

Fairfax Towels

Clean Cotton Towels . . .

Sure Sign of Good Management

Business thrives on credit, both getting and giving. Yet in giving credit, a business may as a result find itself in **need** of more ready funds. To handle larger credits or for any other sound reason could your business use more **cash?**

Through Commercial Credit's flexible method, hundreds of companies have obtained added cash—as little as **\$25,000 or** as much as millions. The total we advanced for working capital purposes alone last year amounted to more than 600

millions with several companies using over 5 Million each. In most cases cash was available within 3 to 5 days of first **contact** and

funds were available continuously without further negotiations. If you can use extra cash, get in touch with **Commercial** Credit.

You'll find our methods fast and flexible—and our one charge is tax deductible. Contact Commercial

Credit. Write, wire or phone the nearest COMMERCIAL CREDIT CORPORATION office below and say, "Send me details of plan offered in *Nation's Business*."

BALTIMORE 1—200 W. Baltimore St. CHICAGO 6—222 W. Adams St.
LOS ANGELES 14—722 S. Spring St. NEW YORK 17—100 E. 42nd St.
SAN FRANCISCO 6—112 Pine St.

A Service Available Through Subsidiaries of
COMMERCIAL CREDIT COMPANY
Capital and Surplus Over \$150,000,000

ing requirements. Rep. Katharine St. George of New York, chairman of a House subcommittee that has been studying the problem, pushes a bill to deny second, third and fourth class mail privileges to communist propaganda—both imported and home-produced.

Mrs. St. George argues that the Post Office Department carries these classes of mail at a loss.

"At least make this propaganda pay its own way by forcing it to go as first class mail," she urges. She adds that making it go first class is "a long, first step toward excluding this material from the mail."

The search for new ways to handle the communist mail propaganda was sparked largely by the highly effective job the Reds did with their slick-printed, heavily-illustrated pamphlet on "United Nations Prisoners of War in Korea." Hundreds of thousands of copies of this 92 page pamphlet found their way into the U. S. The pamphlet described the allegedly wonderful treatment the North Koreans and Chinese Reds were giving American prisoners of war. The punch line was a clever "peace" message.

It was a masterpiece of deceit and distortion, but U. S. officials believe it probably had considerable effect, especially with relatives of POW's.

The tone of the pamphlet was set by the opening picture—a neat little group of huts along a river bank. The caption read: "A POW camp on the shores of the Yalu River. The scene is pleasant and peaceful."

The next photo showed a Negro GI shaking hands with a Chinese soldier.

SCORES of other photographs showed prisoners of war receiving warm winter clothing, eating large meals, getting excellent medical care, reading and sunbathing, engaging in camp theatricals, playing baseball, receiving mail. The pamphlet wound up pointedly with an end-the-war message.

Recognizing the impact of this propaganda pamphlet, a Senate subcommittee headed by Sen. Charles E. Potter of Michigan set out to find the truth about the communist treatment of American prisoners. After extensive investigation and hearings, the subcommittee reported that the communists had deliberately mistreated and murdered thousands of American prisoners. It estimated that more than 5,600 Americans—about two thirds of all Americans taken prisoner—had died as a result of communist war crimes.

The Potter subcommittee documented dozens of instances in which communist troops deliberately killed

prisoners unable to march to POW camps. It heard over and over how the communists stripped Americans of boots and other clothing before making them take long marches in the freezing cold. Man after man told how he had gone for days without food or water or treatment for his wounds.

Where did the pictures in the propaganda pamphlet come from? Sgt. Wendell Treffery, a former American POW, told the senators that one small group of Americans posed for some of the photos in return for extra food and other favors.

"We called them the movie platoon, the movie stars," he related.

Sgt. Orville R. Mullins picked up the pamphlet and turned to a photo showing about ten Chinese nurses taking care of the hand of a hospitalized GI. Sergeant Mullins had watched from an adjoining bed as the nurses were brought in to pose for this one picture. "They was fixing his hands," he told the subcommittee, "but there wasn't nothing wrong with his hands. He had been hit in the toes, and they had rotted."

Sgt. George J. Matta reported that one day guards had come into the hospital where he was convalescing and had put a new, white tablecloth on the table in his crowded ward. Then some nurses had appeared, not in their usually dirty brown uniforms but in crisp, clean white ones. Chinese soldiers began cleaning the walls of the room, brought in trays of apples and tobacco, gave the GI's some playing cards. The Americans were just beginning to wonder what it was all about when photographers came and took pictures of the nurses handing out the apples and tobacco, while the prisoners played cards.

Senator Potter asked if the Chinese had left the apples and tobacco with the GI's after the picture-taking session was over. "They did not," Sergeant Matta replied. "They took the apples back and the tobacco back. The white tablecloth came off the table, the nurses were back in their old brown uniforms."

But it was a simple statement from Sgt. John L. Watters that dealt the most telling blow to the communist propaganda pamphlet. He pointed to the first picture, the "pleasant and peaceful" POW camp on the Yalu.

"It looks like it might be a beautiful place," he testified. "This picture was taken on the north side of the hill, looking down toward the backwater of the Yalu. Beyond the village itself, on the other hill, there lies, I would say, approximately 1,500 or 1,800 men that died right in that vicinity in the winter of 1950, the spring of 1951 and the summer of 1951."

END

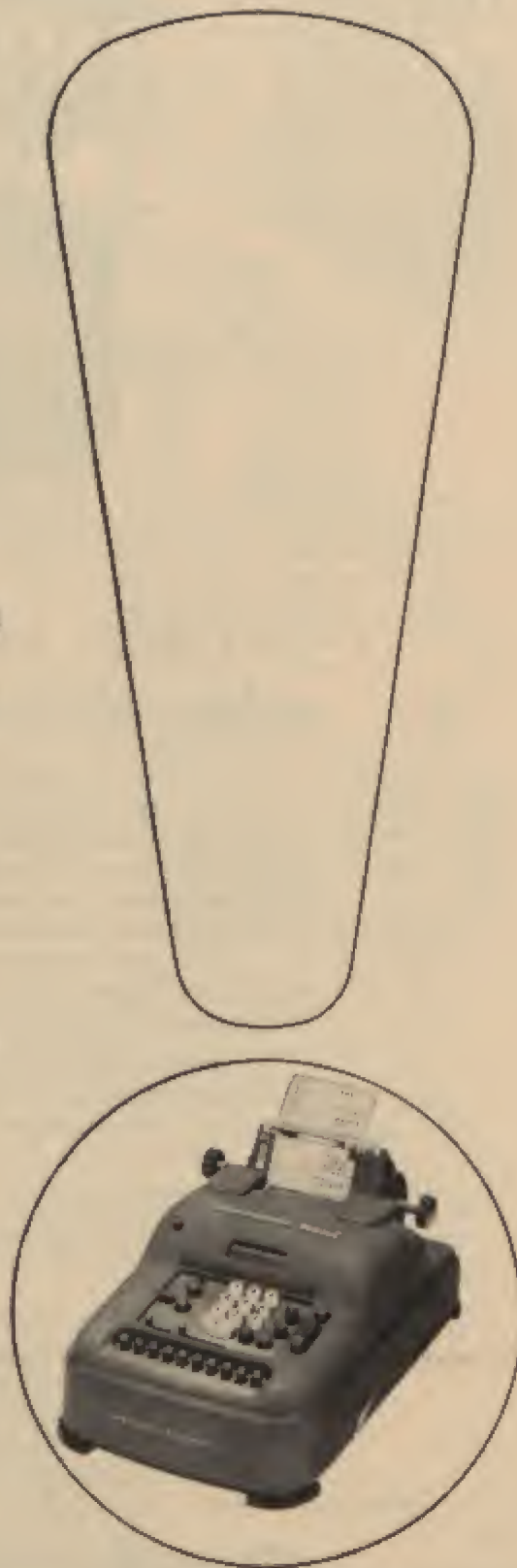
new

and
FULLY AUTOMATIC
...the calculator
that PRINTS!

Completely new...completely different! The Model 99 Printing Calculator.

It multiplies, divides, adds and subtracts. It performs every one of these calculations with greater efficiency than any previous machine of its kind. Above all, among its many other features, it provides *automatic multiplication and credit balances plus simple tape*, the two color printed record of each and every calculation.

Write for free booklet number C669. Room 1753, 315 Fourth Avenue, New York 10, N. Y.



Remington-Rand

AMERICA'S FINEST INTERCOMMUNICATION



WEBSTER ELECTRIC
Teletalk



—gives effective store-wide hookup
in huge modern supermarket*

*Name and
interesting
details
on request

In one of the Midwest's greatest and most modern supermarkets —largest in its home state—Teletalk intercommunication is used to expedite the heavy flow of business throughout the many departments. Teletalk units, strategically placed at checkout counters, meat-cutting room, basement stockroom, fresh produce section and other locations give instant voice-to-voice contact between these departments. Result: better customer service, substantial time-and-energy savings, more economical operation.

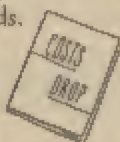
The genuine Teletalk was selected for this installation because of its long-recognized superiority in performance, style and value.



YOUR BUSINESS NEEDS TELETALK



Whether your business is large, medium-sized or small, you need America's Finest Intercommunication—Teletalk. Let your local dealer (see Yellow Pages) show you the many Teletalk models—and suggest the installation best, most economical for your needs. Write for booklet, "Costs Drop."



WEBSTER ELECTRIC
RACINE WISCONSIN

"Where Quality Is a Responsibility and Fair Dealing an Obligation"
WEBSTER ELECTRIC COMPANY, RACINE, WISCONSIN - EST. 1909
In Canada: Dominion Sound Equipments, Ltd., Montreal

Ignorance Cuts Production

(Continued from page 24)

researchers that the fighter was penalized by having so many of these low-ability men "who are less likely to fight well" alongside him.

"... To the extent that the Army is forced to accept men from the national manpower pool who are low in ability, to such an extent will its fighting potential be reduced..." HUMRO observed.

On the basis of such studies, and its experience with marginals over the years, the Army is convinced that, with the widest possible latitude, it can reasonably use only 40 per cent of the Mental Group IV recruits it expects to acquire in the next 12 months.

Then what will the Army do with the other 60 per cent of the marginal men?

Mr. Milton says it will have to channel them into technical training, even though it recognizes that a large percentage of them will fail the courses. The Army will choose this alternative rather than place marginal personnel in responsible positions in the combat units, thereby jeopardizing other combat troops.

Students of the military—notably Eli Ginzberg and Douglas W. Bray, authors of "The Uneducated," a research project of Columbia University's Conservation of Human Resources—charge that the Army has failed to make the most of its opportunity to educate and utilize its marginal manpower. The National Manpower Council has made a similar criticism. But these critics point out that the problem of the illiterates is fundamentally not an Army problem, but a national problem which requires a national approach to solution.

"Illiteracy... reflects one of two conditions," say social scientists Ginzberg and Bray. "Either the individual has had no opportunity to attend school, or he attended a poor school for a short period of time."

The community and the state, and not the Army, are to blame for illiteracy and the low level of education among the marginal men of the Army and the other branches of the armed forces.

The national responsibility for illiteracy—in the states and communities—was recently summed up, before a Congressional committee, by William G. Carr, executive secretary of the National Education Association.

One out of five schools is out-

moded, unsafe or obsolete. The communities are short more than 300,000 classrooms for 8,800,000 students. Some 700,000 children are attending classes on double shifts.

The extent of the national problem is underscored by the latest census which finds that we have—today—9,500,000 illiterate adult citizens.

These illiterates are not only unwanted by the modern Army; they are also unwanted by modern industry.

A recently completed study by the Education Department of the United States Chamber of Commerce gives evidence that the uneducated and poorly educated are a drag on our progress. They generally have lower earning power as workers; have less success as farmers; are less active politically; attain a lower standard of living.

In the past as a nation confident of our industrial genius and productivity, we have shrugged off, or ignored, the ominous signs of our illiteracy. The United States came through World War II as victor, although its armed services were forced to use hundreds of thousands of marginal soldiers.

As of today, more than one third of the Army's enlisted strength is made up of marginal GIs. In addition, the draft boards have a list of 500,000 American youths who were so mentally unfit that the Army would not take them in.

Every state—and virtually every community—contributes to the Army's pool of marginal men, and to the draft boards' lists of mentally rejected youths. Fourteen states have draft rejection rates, due to mental and educational deficiency, of 21 to 56 per cent.

Actually, there is no Army problem insofar as the brainpower shortage is concerned. There is only a national problem. Gen. Matthew B. Ridgway, Army chief of staff, points to this stark truth when he declares:

"The disparity in manpower between the United States and the forces of the communist bloc, which are today the great threat to our national security, makes American technological superiority in weapons and equipment mandatory.

"To use the more complex instruments of modern war properly requires men of higher caliber. There is a greater need than ever before for the soldier to have higher technical ability, intelligence, and initiative."

Yesterday, illiteracy was merely a national disgrace. Today, in the face of the communist threat, illiteracy is a grave national problem. Tomorrow, if our states and communities do not take steps to abolish it, illiteracy can become a national disaster. **END**

HAPPY-HEALTHY WORKERS ARE *Better* WORKERS

What happened to Joe before eight o'clock this morning?



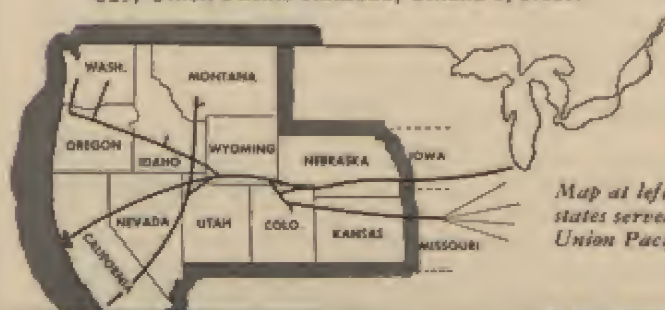
Wouldn't you know it? The day of the big meeting and he didn't hear the alarm. The neighborhood traffic kept him awake half the night. Then, on his way to work, a "cut-in" driver nicked his fender. Another delay.

The fact is that even little things are beginning to get on Joe's nerves. Bucking traffic . . . the city's mid-summer heat . . . irritate him. So Joe's work is slipping. And he isn't a very pleasant fellow to be around. This doesn't build up to the "one big, happy family" idea his employer likes to talk about.

Industries that have settled in the "Union Pacific West" have found how important pleasant living conditions are in getting a good day's output from workers . . . and in employee-management relationship.

Sources of raw materials, power, light, and transportation are, as we all know, vital factors to be considered. But the human element is of equal importance, and in the eleven-state area served by our railroad, you'll find all the things which contribute to a happy, healthy life: good schools, hospitals, parks and playgrounds.

Let us explain in detail the many advantages of locating in the West. Your inquiry will be treated as confidential. Ask any U. P. representative or write the Industrial Development Department, Room 329, Union Pacific Railroad, Omaha 2, Nebr.



Map at left shows states served by Union Pacific Railroad

UNION PACIFIC RAILROAD

I LEARNED AMERICA'S SECRET



*It's the freedom to work, says a famous actress,
the freedom to go as far as your abilities will take you*

By LILLI PALMER as told to FLOYD MILLER

IT IS not easy for a foreigner really to know America. When I first arrived here nine years ago and looked wide-eyed at the canyons of Manhattan and felt the rapid beat of life that surged through them, I said to myself, "So this is what America is like." But then I took a train to the West Coast and outside of Chicago I saw a jungle of smoke stacks belching soot and fumes into the sky while at their feet sprawled fertilizer, chemical and milling plants, blast furnaces, slaughter houses and power plants. And I said to myself, "Perhaps this is America; ugly but powerful."

The next day I was in the Middle West and wherever I looked I saw fields of tasseled corn run to the far horizon. By the time I arrived in Hollywood, I had given up all efforts to reduce America to a dimension and personality I could understand. Yet, a short time later I was to understand America; a phone call from a Hollywood agent was responsible.

For you to grasp the significance of that phone call, however, I must first tell you of a specter that had haunted most of my life. It first appeared when I was a child. It was called a work permit.

When I was 13 years old Hitler came to power in my homeland and Germany turned inside out. My father and his friends were suddenly without work. The writer couldn't write, the artist couldn't paint, the actor couldn't act, all because there had come into existence a square of cardboard called a work permit and Hitler's brownshirts wouldn't give any of the precious cards to us. The privilege of making a living was not for Jews or political opponents.

Mercifully, my father died a short time later and my sister and I fled to Paris to become actresses. But we found that the work permit had preceded us. The qualifications were different than they had been at home, but were still beyond our reach. We were not French, nor

could we ever be, and so we could not work.

I might study the language a thousand nights, I might steep myself in literature and theater lore, I might master all the skills, but never, never could I become an actress in France. I'll never forget the feeling of abandonment that swept over me when I fully realized that fact. My father, so all-wise in childish eyes, had not prepared me for that tiny bit of pasteboard that could open the world or keep it forever sealed away.

I could not, I would not give up my dream of becoming an actress and when I had saved sufficient money from cafe work (which was allowed foreigners) I fled again, this time to England. I applied for work at the film studios, brazenly claiming a wealth of experience and talent, and won a small role.

Out of that small part came a miracle—I was offered a three year contract in motion pictures! How can I describe the elation that

winged through me . . . the sense of completion! At last I was an actress!

But it all fell apart, for again I lacked that precious bit of cardboard, the work permit. My entry into England had been under a temporary permit and not only did the immigration officials refuse to extend my time, they immediately deported me to France. What use was my English now? My French? Or my German? In three languages I could ask for work, but could receive it in none.

Eventually I did get back into England and won final acceptance and safety after marrying the English actor, Rex Harrison.

In 1945 Rex was engaged to play the lead in the American film, "Anna and the King of Siam," and thus it was that we arrived in New York to entrain for that cross country trip that revealed America in all her bewildering complexity. We finally settled in Hollywood's Bel Air section and I became just another housewife.

Then, one afternoon while I was gardening, there came that telephone call I referred to earlier. It was Rex's agent on the phone. "Warner Brothers saw one of your English films, Lilli, and they want to test you for a part opposite Gary Cooper," he said.

A desperate hope surged up within me for a moment, then drained away. "It's impossible," I replied. "I have no work permit."

"You're crazy!" the agent exploded. "There's no such thing as a work permit in America. The government has nothing to do with it."

I could hardly believe what I had heard. I said dumbly, "Anybody can work? At . . . at any time? At anything?"

"Sure!"

In a daze, I noted the time and place of the screen test and then hung up the phone to sit quietly for a time and absorb the enormity of the news. No cardboard work permit stood between me and success . . . only my own limitations.

And then I understood something else: I understood America. America is not all of a piece the way the tight little countries of Europe are, but vast and diverse and even contradictory. It has no single face or direction, but as many as the states within it. There are no cardboard permits to regiment and control the people and so each, with bee-like industry, turns to whatever interests him most. One hundred and sixty million people are limited by only their own imaginations and skills.

At last, I understood the personality, the strength and the morality of America. END

Who is this Fellow— "GATEPOST"?



You sometimes hear businessmen say, "Between you and me and the gatepost . . ."

We don't have any dealings with gateposts. Any plant location business you have with us is strictly between us — no gateposts!

Norfolk and Western plant location specialists know the need for moving quietly. They also know *The Land of Plenty*, and they understand the problems of plant location as related to manufacture and distribution. They can give you full details on many excellent plant sites — promptly, reliably, without obligation and **IN CONFIDENCE!**

Please **WRITE, WIRE** or **CALL:**

INDUSTRIAL AND AGRICULTURAL DEPT.

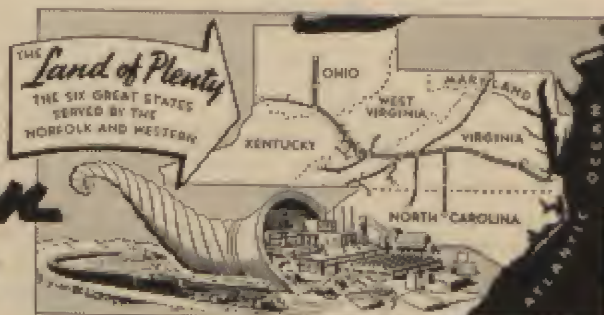
Drawer NO-530 (Telephone 4-1451, Ext. 474)

Norfolk and Western Railway

ROANOKE, VIRGINIA

Your traffic manager is a transportation specialist, and transportation is a major factor in good plant location. Consult your traffic manager when you're weighing the facts about plant sites.

**Norfolk
and Western
RAILWAY**



Six Bargain Steps to Smoother Traffic

(Continued from page 29)

able to move on one green light where under the old system only 12 cars went through.

At downtown intersections, pedestrian movements further complicate the ordinarily complex movements of vehicles. An impossible situation develops where considerable numbers of vehicles are turning and pedestrians and vehicles try to use the cross walks at the same time; result—collisions, tie-ups, delay.

Many cities are solving this puzzle with the "Barnes dance," the "scramble system," or the all-red pedestrian interval, as it is variously known. Henry Barnes, Denver traffic engineer at the time, had his name tagged to it when the idea suddenly began to gain popularity after much publicized use in that city. As a matter of fact, the same idea had been used years ago in other localities, notably Boston, but it has gained new momentum with the rapid post-war increase in urban traffic.

This special intersection control requires a separate phase in the traffic signal at which time all vehicular traffic is stopped and pedestrians may move across the intersection in any direction—cater-cornered, too. Pedestrian "walk" signals are usually provided to give the walkers notice of this special interval.

When this system was tried at a downtown intersection in Denver, initial pedestrian reaction to walking in front of cars approaching stop lights was a sort of terrified approval. As one walker explained it: "I felt like a quail staring down the barrel of a shotgun."

Its effects are immediate where turning movements have been contesting with pedestrians for right-of-way. Both walkers and drivers move through faster. The bus lines report faster movement, too, because they are not held up behind lines of right turning vehicles—being held up in turn by pedestrians.

Pedestrians do the Barnes dance at 50 intersections in Denver. Now ten to 15 vehicles can make right turns where before only one or two vehicles could bull their way past the pedestrians in the crosswalks. This more than compensates for the 20 seconds of "go" time taken away from vehicular movements. Accident records proved the benefits, too, of the all-red interval, in disclosing that auto-pedestrian collisions were reduced by 32 per cent during the year after its inception.

In Sacramento, where the system

is in use, a 50 per cent cut in pedestrian accidents and a 15 per cent cut in motor vehicle collisions was credited to it.

The most effective method of expanding street capacity is generally acknowledged to be the prohibition of curb parking. Two out of three cities are finding new street capacity in this fashion. Curb parked cars not only block lanes of pavement that could carry up to 600 or 700 vehicles each hour, but they further restrict movement in adjacent lanes while they are jockeying into and out of parking stalls.

The most common plan is to ban curb parking or standing during the hours when congestion is worst—usually 7 a.m. to 9 a.m. and 4 p.m. to 6 p.m. This is not too difficult, since

tance of encouraging continued reliance on this highly efficient user of street space. In some cities merchants are now paying part or all of the shopper's transit fare just to keep him coming regularly. Removal of curb parking speeds transit operations. Hence, merchant support of the curb parking ban is growing. Even the smaller towns, too, in increasing numbers are trying the benefits of "no-parking."

Col. Robert K. Sawyer, city managing director of Philadelphia, reported that, after a year of "no-parking" in 112 blocks downtown, transit speeds have been increased 27 to 40 per cent and auto and truck speeds are up 42 to 51 per cent. The business community is well satisfied with the ban and, according to Federal Reserve Bank of Philadelphia figures, sales in central stores were higher after the new regulation.

The Portland, Ore., Traction Company reports its running time on

Money spent on road improvement this year will buy more. Costs have been falling almost steadily since post World War II peak in spring of 1953.

One reason: Good weather in the Middle East permitted early completion of projects there, left contractors free to bid on new jobs. Materials are cheaper, too.

Expenditures this year are estimated at \$3,726,000,000, about ten per cent more than last year.

parking demand is not at its heaviest during these periods. (It helps keep down the number of all-day parkers at the curbs, too.) But more and more cities are finding that the need for extra street capacity all day long in their central business areas requires all-day parking bans. Despite fears of the merchants, ill effects on retail sales are minor because most of their customers use the buses and street cars and those who do drive can generally find a spot off street to park.

Surveys have shown that a surprisingly small fraction of curb parkers are actually making purchases in the stores. In St. Louis, less than one car in ten at the curb carries a shopper. In Minneapolis, it's one car in eight—in Tulsa, one in five. In bigger cities where most people in the congested central area use mass transit, shopkeepers recognize the impor-

downtown bus routes has been chopped one third during peak hours following a complete ban on curb parking between 4 and 6 p.m. on ten block-long stretches of five east-west downtown streets.

Richmond, too, found a speed-up of 40 per cent in bus operation through a seven-block business area where the curb parking was banned.

One of the knottiest problems in business districts, greatly alleviated by the parking ban, is truck pickup and delivery operations. The U. S. Chamber survey revealed a widespread use of special truck loading zones at the curb. Two out of three cities have established these zones, reserved exclusively for trucks and aimed at minimizing the double parking of such vehicles, prevalent in many business districts.

A number of cities, like Denver, have found that they can allow the

trucks to make deliveries or pickups from the curb (in blocks where adequate alley or other off-street facilities are absent) during the morning peak traffic flow period along "no-parking" curb areas without seriously disrupting street flow. This requires the trucks to stop in the middle of the blocks and away from intersections where curb parking offers its most serious restriction to traffic flow. Denver now allows curb truck loading until 9:30 a.m. during the week in the restricted curb areas, and permits only Railway Express and Post Office trucks to pull to the curbs during the late afternoon, when curb parking again is banned.

The day before this truck loading plan went into effect, 174 tickets were written for double parked trucks. On the first day of the new plan, only four tickets were written, the trucks being able to dispose of their cargo at the cleared curbs before 9:30. Some truckers reported time saving of three to five hours under the new setup.

One headache that has accompanied increasing parking bans is the problem of enforcement. Even though city coffers may be enriched with the proceeds of fines levied against violators, that isn't of much help to the traffic bottleneck the miscreant's parked car creates. Some cities have tried increasing the fine, but there's always the first time for each violator, who has plenty of excuses. So many cities are now towing away cars from such curb locations in peak hours.

According to George Keneipp, head of the Department of Vehicles and Traffic in the District of Columbia where the tow-away method is being used, "this is the only effective means of enforcing the no-parking ordinance. Our four police cranes do a good job in keeping the curbs clear during the traffic periods and recently we have speeded up operations by amending the impounding regulations to permit towing such cars only as far as the nearest side street where parking is permitted unless the official impounding lot is closer."

When the erring driver returns and finds his car missing, his first impulse is to call the police, which, of course, is exactly right. He is informed that he can have his car back upon appearing at the police station, depositing \$10 collateral, and accompanying a policeman to wherever his car was hauled. Then he has a choice of either taking his chances with the judge, who can fine him up to \$300 plus ten days in jail for this particular offense, or forfeiting the collateral. He usually takes the latter.

Between 200 and 300 cars are



STEEL OFFICE FURNITURE

BETTER BUILT
FOR BETTER BUSINESS



MODERNLY STYLED FOR EFFICIENCY



- Functionally Designed
- Ease of Convertibility
- Beauty and Durability
- Fine Quality

All these advantages, and many more, are designed and built into ASE steel office furniture.

Write Dept. 14 for Catalog and Name of Nearest Dealer

ALL-STEEL EQUIPMENT INC.
AURORA, ILLINOIS

What does Mechanized Mailing mean to you?

The Reasons Thousands of
Mass Mailers Are Switching to

INSERTING & MAILING MACHINE

WHAT IS MECHANIZED MAILING?

It's the method by which a *machine* is used, in place of costly hand labor, to gather and insert enclosures, seal, meter, count, stack mail.

HOW DOES IT CUT COSTS?

Machine, run by 1 operator, turns out mail 16 times as fast as hand workers. Slashes payroll costs. Prepares mail in area 5 x 10, reducing overhead.

WHAT ABOUT PRODUCTION RATES?

The machine prepares 3,500 to 4,500 finished pieces of mail per hour. Up to 8 enclosures are inserted without extra handling time.



HOW DOES MACHINE ELIMINATE PERSONNEL PROBLEMS?

No expensive payroll to maintain, no rounding up temporary help. Machine is always on the job.

HOW DOES MACHINE HELP YOU SELL?

Now mailing becomes inexpensive, easy. You'll use it more than ever to reach salesmen, dealers, jobbers, customers, prospects.

WHO CAN SAVE WITH MECHANIZATION?

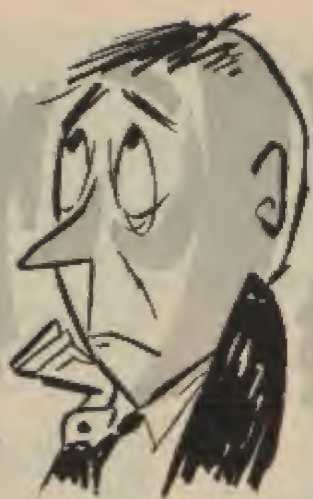
All large-volume mailers, all those mailing multiple inserts, all firms in limited labor markets, many others.

HOW MUCH CAN YOU SAVE?

Send sample of recent mailing, noting quantity. We'll tell you how much you can save. Ask for folder "Reducing Mailing Costs by 80%."

INSERTING AND MAILING MACHINE CO.
PHILLIPSBURG, NEW JERSEY

GATHERS ENCLOSURES INSERTS INTO ENVELOPE SEALS ENVELOPE PRINTS POSTAGE INDICIA COUNTS & STACKS



Is it worth a
3¢ stamp to
stop worrying?



Free! Fire **DANGERater** tells you
in 30 seconds how much protection
your vital records need . . . to make
sure you stay in business!

Easy to use. Accurate. Authentic. Based on
experience with thousands of fires. Figures
in over a dozen vital factors about your
business. Dials answer, which may save you
from ruin. Mail coupon for "DANGERater"
now. Tomorrow might be too late!

↓ **Mail coupon now!**

The **Mosler Safe** *Company*

32nd St. & Fifth Ave., New York 1, N. Y. Dept. NB-7
Please send me, FREE and without obligation, your
new Mosler FIRE "DANGERater."

NAME _____

POSITION _____

FIRM NAME _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

towed away from "no-parking" curbs
each month in Washington. Deputy
Chief Agnew of the Police Depart-
ment reports that one of the frequent
complaints he hears is the "honey-
mooner" excuse—they parked the
car the evening before and just didn't
think about getting up to remove it
before the 7 a.m. parking restriction
began.

Mr. Keneipp's opinion is that the
curb parking ban is the most effec-
tive means he has to stretch street
capacity, short of expensive recon-
struction. He adds, "but at the same
time we are untangling some of our
existing streets, we have some major
work ahead in assuring maximum
efficient use of some new arteries soon
to be open. One project alone, in con-
nection with the new East Capitol
Street Bridge, will involve installing
traffic signals at 85 intersections in
an interconnected system. My bot-
tleneck here is to get the trained sig-
nal engineers that I need to plan
and design this installation, which
will involve \$250,000 for the signal
equipment alone."

One of the least expensive traffic
capacity expanders is the one-way
street. No signal installations are
required, though existing signals can
be timed much more effectively on a
one-way street. It gains its advan-
tages chiefly from the elimination of
possible points of conflict, particu-
larly the left-turn conflict which
doesn't exist on a one-way street, and
from the efficient use of odd-laned
streets. There are other benefits, too,
including the chance to park on the
left side of the street which, accord-
ing to researches at Yale University,
can be done in a shorter time and
more easily than on the right side.

One-way streets have been ap-
plied on single streets, in pairs, and
in complete systems. Portland, Ore.,
recently blanketed its 280 block
downtown area with one-way streets
and carefully measured the effects.
Result: Average speed of downtown
traffic doubled from 5.8 to 11.6 miles
per hour, traffic capacity expanded
17 to 20 per cent, and accidents were
reduced 50 per cent. Total cost was
\$73,000, "a real bargain in traffic
control," remarked City Traffic En-
gineer Fred Fowler, who installed the
system.

It took an earthquake to put in the
one-way movement that increased
street capacity in Olympia, Wash.,
by 30 per cent as measured by the
State Highway Department. What
had been a bad case of congestion on
Fourth and State Avenues became
intolerable when a tremor damaged
buildings and the shoring and scaf-
folding subsequently installed fur-
ther obstructed street width. The
merchants, who hadn't liked the idea

of one-way movement before, finally
agreed that something drastic had to
be done. They were glad to note, after
the one-way was installed, that retail
sales along these streets showed an
increase greater than the average for
other unconverted streets.

Businessmen just naturally don't
take to the one-way idea when it is
first launched. The merchant will
pay considerable money for advice
of specialists to learn what the whims
of his customers are; he may spend
hours, weeks, or months considering
how one minor item may affect the
customer; he will hire specialists to
design his doors to swing easier than
those of his competitors. He is not
one to stand by quietly while some-
one else suddenly decides to cut off
all traffic flow past his store from one
direction.

But in most cases, his fears have
proven groundless because the net
effect of improved traffic has been to
make the area a greater attraction to
the customer.

A case in point was the retail store
manager who appeared before the
Raleigh, N. C., City Council and
stated that if the street in front of his
store was made one-way it would put
him out of business. Three years
after it was made one-way his floor
space and frontage and volume of
business were twice as great.

ACCORDING to the U. S. Cham-
ber of Commerce, of 134 communities
where one-way street systems have
been tried recently, only nine have
been partially or completely turned
back to two-way. In two out of three
cases, local businessmen in the 134
cities were against the one-way idea,
but most of them ended up com-
pletely sold after a trial period.

Typical is the comment of the
president of the Hagerstown, Md.,
Retailers' Bureau. "Not without
considerable apprehension on the
part of many retailers and citizens
alike was the system of one-way
streets inaugurated. . . . However, to-
ward the end of the 60 day trial
period no one had requested the city
government to discontinue them. . . .
Our principal retailers were polled
and the consensus was that there had
been a great improvement in the
movement of vehicular traffic, no cus-
tomer complaints were being re-
ceived, and the retailers were op-
posed to elimination of one-way
streets."

A variation of the one-way street
idea, the off-center lane movement
(sometimes called "unbalanced
flow") system gives traffic in one di-
rection more than half the street by
moving the center line over.

This can be done with overhead
traffic signals, as was previously de-

scribed, or it can be done by means of signs and portable markers.

Connecticut Avenue in Washington, D. C., received this treatment in 1952 to relieve congestion during the regular afternoon outbound rush for the suburbs. Between 5 and 6 p.m. on Sept. 22, 1952, 1,622 vehicles were counted in the three crowded lanes available for northbound traffic, while the 530 cars coming in the opposite direction were breezing along with roadway to spare. This was just before City Traffic Director Keneipp installed the off-center lane regulation, stealing a lane from the left side of the road and giving it to northbound traffic. Now this movement has four lanes, the center line being shifted over one lane to the left each afternoon by means of signs and markers. The outbound roadway capacity was immediately increased by 33 per cent. Proof of its need was demonstrated by an immediate increase of 31 per cent in outbound traffic. The reverse treatment is applied in the morning inbound rush with similar benefits.

Credit for first using off-center laning goes to Ralph Dorsey, for 30 years city traffic engineer of Los Angeles, who began using this device in 1928. Today, Olympic Boulevard averages 22.5 miles per hour in its off-center sections—18.4 miles per hour in the normal stretches. The boost in capacity given Wilshire Boulevard by this treatment has been estimated to equal a \$27,000,000 widening job. The off-center lanes are delineated twice a day during the two major traffic peaks by two-man crews operating with three fourths ton pickup trucks, setting up rubber cones every 100 to 150 feet along the pavement.

INSTEAD of stealing just one lane, the center line can be periodically moved all the way to one side giving traffic the entire roadway. This traffic control technique is referred to as a reversible one-way street. As it is generally applied, traffic inbound in the morning and outbound in the afternoon has the entire street to itself. During other hours, the street is the normal two-way.

This system was installed on heavily overloaded Berdan Avenue in Toledo and, for a total cost of \$750, did a better decongesting job than a proposed \$220,000 street widening project would have done. The widening would have provided two 11 foot traffic lanes in each direction by spreading the existing 24 foot pavement to 44 feet. Under the reversible plan, the heavy direction of traffic gets a better break with two 12 foot lanes during the peak periods. This street was overloaded 57 per

Do you
worry
just a little
about your
electrical
system?



If you do, chances are it's concern for adequacy, or economy, or safety . . . or all three. And you're not alone. *For 90% of all circuits in use today are inadequate for the power demands made on them.*

Overloaded circuits steal power, light, time and money. The best electrical equipment you can buy is not giving you full return on your investment if it is "starved" for power.

In your plant or commercial building, a circuit analysis may show that this waste is costing far more than the price of an adequate system. So why not ask a competent specialist to make this study for you? This specialist is your NECA Qualified Electrical Contractor. You can call on him with confidence. For whatever your electrical requirement, your NECA Contractor has the facilities, the knowledge, the experience, and the men to do the job.

And he guarantees his work with a written warranty, your assurance of complete satisfaction with both parts and workmanship. Look for his NECA seal in your Classified Telephone Directory.



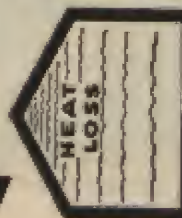
NATIONAL ELECTRICAL
CONTRACTORS ASSOCIATION

1200 18th STREET, N. W., WASHINGTON, D. C.

Do You Have This Heating Problem?

HEAT BANKS UP IN CEILING

By continuing to use outmoded, costly, radiation heating systems, cost of heating such large open areas becomes practically prohibitive. Because the heat banks in the ceiling, heating efficiency is extremely low, employees are cold, production slows down, fuel is wasted! But hundreds of cost-conscious businessmen have found the ideal solution to their "ceiling-wasted" heat.



THERMOBLOC keeps heat at working level

THERMOBLOC is a premium direct-fired heater that maintains a continuous flow of air circulating downward, constantly drawing in the cooled air from the floor level and discharging warm air directly at the working level. THERMOBLOC seldom needs ducts; can be installed and in operation within one day! Costs up to 50% less than conventional heating systems. Boiler-type construction assures longer life, less maintenance and faster return on investment compared to less ruggedly constructed type heaters.

THERMOBLOC is available in sizes from 100,000 to 2,000,000 btu output.



THERMOBLOC DIVISION OF
PRAT-DANIEL CORPORATION
1-7 Meadow Street, South Norwalk, Conn.

Learn the amazing facts about the revolutionary THERMOBLOC.

MAIL COUPON TODAY!

POC 254.5

PRAT-DANIEL CORPORATION
1-7 Meadow St., S. Norwalk, Conn.

Gentlemen:
Please rush Bulletin on the MONEY-SAVING THERMOBLOC.

Name _____

Company _____

Address _____

City _____

500,000 btu

cent above capacity in the morning peak and 89 per cent in the afternoon peak. Now traffic flows smoothly with 30 to 40 per cent reserve capacity to spare.

Not unlike the one-way street idea, proposals for a by-pass highway around a business district generally scare the wits out of local shopkeepers and property owners. A great deal of head shaking goes on until the by-pass is installed. Then, the usual experience has been that the traffic jam is broken, business is better and everybody is happy.

The Chamber's survey indicated that 40 per cent of the cities contacted had turned to by-passes lately as a means of alleviating downtown traffic congestion. Despite misgivings by local townsfolk as to possible loss in business through re-routing through traffic around the business section, studies have shown that business almost invariably gained more than it lost. What little trade by-passed the city is usually more than made up by increased business from people in the town's own trading area who find it easier to come to town.

A special study before and after North Sacramento, Calif., was by-passed showed that whereas traffic through this community of 6,000 dropped off 44 per cent, retail business increased 48.5 per cent during the next two years. By removing through traffic, the capacity of local streets for local traffic was almost doubled. The local chamber of commerce secretary-manager reports, "When the plan was first suggested we met with considerable opposition. But by-passing North Sacramento now certainly has the approval of our businessmen and tends toward mak-

ing shopping easier and parking more accessible."

By-passes are particularly beneficial to smaller communities where streets are overcrowded and where there is a large area of potential trade. The larger the city, the less important, relatively, is the need for by-passing. The percentage of traffic approaching the city that is bypassable diminishes as the city becomes larger. The U. S. Bureau of Public Roads reports that this percentage ranges between 20 and 60 per cent for places under 50,000 population.

The basic problem of overcrowded streets may be regarded as one of too many motor vehicles in one place at one time. Electronic signals, special intersection controls, curb parking prohibitions, truck loading zones, one-way streets, and by-passes are just six, though admittedly the most important, of the remedies being applied to stretch street capacities for these peak loads. But as the battle of the streets stretches into the future, a time will come when every last bit of capacity has been squeezed out of our roadways. Traffic authorities agree that cities will then have to look increasingly into two effective (though hard to sell) approaches to this peak-load situation—the greater relative use of mass transit vehicles and the spreading of peak loads by staggering the beginning and ending of working hours. Superhighways, rapid transit trains, even air transport someday, will provide the trunk lines of our future cities' transport systems, but they can only increase, not take away from the traffic demands on surface, feeder and secondary streets.

The traffic engineer has his job cut out for him.

END

Letters to the Editor

(Continued from page 16)

that they will substantiate everything I have said.

VICTOR ANDRADE
Ambassador of Bolivia

Note: In effect, State Department's Bolivian desk agrees with Dr. Andrade, reports Bolivia is not Red at top level. Before publication, State Department's Latin American desk reviewed (it neither approves nor disapproves articles) Mr. Ross' findings, suggested some corrections of fact, made no strong protest of political conclusions. In meantime, Bolivia's political shading has become more clear.

Uruguay and the U. S.

Stanley Ross' article, "Dagger At Our Backs," erroneously makes the statement that Uruguay suffered because the United States suddenly

tacked a high import tariff on wool, the main Uruguayan export to our country, and knocked the rest of Uruguay's economy into the doldrums.

No raise in wool tariffs has occurred for many years, and none is likely in the future.

What we presume he meant to say was a raise in the tariff on "tops," one of the basic manufacturing processes of worsted fabrics.

Every loyal Uruguayan who understands the real basis for this action knows that the United States in putting on this tariff was of great assistance actually to the Uruguayan economy.

ELIOT BICKNELL
Boston

Kentucky, not Illinois

Perhaps it's our fault that you did not know "Lincoln" is a Kentuckian.

In your Trends "Washington Mood" of June you mention Eisenhower's speech at Hodgenville, Ill. There is no Hodgenville, Ill., but Hodgenville, Ky., a city of 1,695 population in the heart of Kentucky, is the birthplace of Abraham Lincoln.

If we Kentuckians read your fine publication as we should you will probably have many strong reminders of error.

HENRY JONES, *Exec. Secretary*
Mayfield-Graves County Chamber
of Commerce
Mayfield, Ky.

... there is a beautiful memorial building there that houses the original log cabin where Mr. Lincoln was born.

JAMES H. MCPHAIL
Detroit, Mich.

RICHARD F. NOSLER
Houston, Texas

E. H. RAINWATER
Carrollton, Ga.

CAROL MITCHELL
Education Department
U. S. Chamber of Commerce

The individual's right . . .

I wish to congratulate you and the author, Mr. Leo Wolman, for the fine article on the "Santa Fe Case: Union Shop vs. Human Rights."

I seldom take time to comment on articles, but I feel as though I owe this letter for I have given up till now believing that there was any one else who felt the way I do regarding the individual's right to lead the life he wants and right to work at a trade without having to belong to a union.

BARRY WILSON
Lincolnwood, Ill.

... Not always regarded

Of no small importance to industry and labor alike is the fact that students of sociology and economics have come to view with alarm the ever increasing bargaining power and financial reserves of some of the unions, which, unfortunately, are not always judiciously employed to the best interests of management and labor.

Leo Wolman's article helps to point up a tenet which has long been the subject of discussion: that railroad management is subjected to far more government regulation than railway labor unions, and that the latter have tended to become "too big for their pants" with constant outrageous demands on management.

LEON C. RAGAN
San Francisco

State of being 60 . . .

Mr. Morley's article on how it feels to be 60 certainly rang the bell. We are halfway between the 50 and 60 marks and were keenly impressed with the soundness of his thinking and were impelled by almost an overwhelming desire that everyone above the age of 40 might read this article and realize the benefit that its thinking would bring.

CLYDE R. SANBORN
Cedar Rapids, Ia.



A stopwatch and a broom taught
me this money-saving lesson

New KENFLEX floors really cut maintenance costs

MAINTENANCE COSTS soar when floor cleaning jobs take too long! That's why the money-saving solution to your upkeep problems is new KenFlex Vinyl Tile... a truly greaseproof floor specially created to clean easier and faster... for far less cost.

KenFlex never needs waxing (except for *extra* gloss)... and the smooth, colorful surface has no pores to trap grit and grime... is unharmed by greases and oils that stain and shorten the life of ordinary floors. Yet, with all its superiority, KenFlex costs less than many floors that offer just a few of its quality features.

Get full details on KenFlex Vinyl Tile... and all the other fine Kentile, Inc. resilient tile floors... from the Kentile Flooring Contractor. He's listed under FLOORS in the Classified Telephone Directory.

KENFLEX

VINYL TILE

KENTILE * KENCORK * KENRUBBER * KENFLEX * KENFLOR

Kentile, Inc., 58 Second Avenue, Brooklyn 15, N. Y. PAID: U. S. PAT. OFF.

Aramco's Flying Carpet

(Continued from page 37)

Arabs will seize poor Judy in customs," her father whispered to me. "They have a law forbidding you to import images and sometimes they pick up the dolls. Still a pretty ritualistic country."

"Guess you like it all right," I said, "or you wouldn't be going back."

"Best place in the world to make money," he answered. "The pay is about 25 per cent higher than anywhere in the states. And no U. S. income tax—that's the payoff. Besides, there's a living allowance, housing as modern as anything in the states, air conditioning and all the comforts of Providence. Even plenty of golf courses."

Mrs. O'Brien grew up with her husband in Providence and this was the first time she'd ever lived away from her mother.

"Don't you feel a little scared about moving out to settle down in such a strange country halfway around the world?" I asked her.

"Who, me?" she said, "I'm going to love it. Ed and all my brothers traveled all over the world in the Navy and I had to stick at home. Now I want to use every minute of our vacations to go to Damascus and Baghdad and Karachi and Surabaya and all those strange places I've always read about."

I FOUND as I went along that one of the chief attractions of Aramco jobs in Saudi Arabia is the opportunity they give for travel. At Rome, we were going to lose Mrs. Nellie McCrary, who was taking a short vacation there before going on to Dhahran. Likewise Mr. and Mrs. Eugene Kervasini, with Michael, three, and Lena, five, who occupied number one bedroom. Others dropped off at Amsterdam. Still others at Beirut. Charley Miller, of San Francisco, told me he and his wife visited Rome, Nice, Geneva, Amsterdam, London, Dublin, Scotland and New York on their way to San Francisco on their last home leave, then toured Belgium and the south of France on the way back.

All this goes on because Aramco people get three months' "long vacation" every two years and two weeks' "short vacation" every year, Mr. Miller told me. They use the short vacation to travel in the Middle East and use the long vacation for more distant destinations.

Aramco employees and their families are probably the best traveled

group of people in the world. As a result of all these travel facilities, Aramco kids go to school all over Europe, mainly in Switzerland, France and Italy.

Dinner at Gander, the usual long, droning, monotonous trans-Atlantic night with passengers sprawling in grotesque attitudes of sleep and half-sleep through a dimly lighted cabin. Just before breakfast everyone craned his neck at one of the most distinctive landmarks in the world—the silver canals of Holland. The *Flying Camel* put down at 11:30 Amsterdam time, in plenty of time for everyone to get settled down in a good hotel for lunch, to catch an afternoon's shopping, a delicious and non-reducing Dutch dinner, a good night's rest and a beautiful sunny morning of sightseeing before next day's 2 p.m. take-off.

"Pretty nice way to travel," I remarked to a fellow passenger as we had a last-minute cup of coffee in the



Grand Hotel Krasnapolsky. That morning I boarded the little blue crew bus for the ride out to the airport so I could get acquainted with the people who were flying the *Camel*. I shared a bus seat with ruddy-faced Stan Bush, quick with a wisecrack or a comeback, relaxed but fully alert to his responsibilities. On Aramco, the plane captain is in full charge of plane, passengers and crew for the full duration of its 14,000 mile round trip; on scheduled airlines, the station manager or some other official takes over in port. On the *Camel*, the fate of 40 passengers and seven crew members were in Stan's hands.

Thirty-five years old, Stan went with Pan Am as a pilot in 1942, flew four war years for ATC in Africa, India and China, started his own airline and quit when his partner was killed, flew the Middle East for Trans-Ocean Airlines, helped start U. S. Overseas Airlines and in 1952 went with Aramco. He has 12,000 hours.

In Aramco's international division are six complete crews—plane captain, first officer, navigator, radio operator, flight engineer, purser and stewardess—42 people in all, each one up to standards of a scheduled international airline.

Out of Amsterdam, Stan Bush invited me up front. As we pulled away from Holland's canals, our course took us over Frankfurt, Germany, and then out across Switzerland—Zurich, Luzerne, Lake Como—around the snow-covered slopes of the Matterhorn and down across the Alps. As the white peaks unrolled below us, Mary Conway brought small groups of passengers up to watch the scenery. Aramco treats its employees as other airlines would treat VIP's. They react with a personal pride that adds up to much higher morale for this home-loving set of Americans, cut off from the world out there in the middle of a primitive desert. They feel that it gives them a quick and sure contact with their home folks if necessary. And just in case they should have to be evacuated in a hurry, Aramco could take out more than 400 people a day in 12 of its biggest aircraft.

The sun was setting as Stan let down over Rome and the Vatican began looming up among the square, light buildings.

At Rome's magnificent air terminal to be—still sheathed in scaffolding and construction as it had been four years before when I first came to Rome—we had a delicious dinner of scallopini with white frascatti wine and a good deal of badinage at the crew table with two Italian TWA hostesses, who shepherded the passengers back and forth from the plane. TWA provides service for Aramco at New York and Rome; KLM does the honors at Amsterdam.

As we climbed back into the sky out of Rome, I put on the navigator's earphones to hear what the airborne radio chatter was like along the Mediterranean.

"Aramco 708-Alpha (that was us) you are cleared to Beirut at 7,500. Cross Willie Roger beacon at 2,000" said a voice thick with Italian accent.

Navigator Whitey Gronager, a crack man with Pan Am and Navy experience, filled me in on our route as we droned into the growing dusk. I watched his markers slowly trace our course across the Tyrrhenian Sea, over Capri, Athens and the Dodecanese Islands; then, unable to catch as much as a glimpse of all that mouth-watering scenery in the darkness, I whiled away the long five and a half hours to Beirut shooting the breeze with the crew.

"How do you like working for Aramco?" I asked Walt Kearney, who was climbing out of his clothes to sack up for a couple of hours in one of the three big berths on one side of the crew compartment.

"This is the ultimate in flying," he told me. "We fly only 16 or 17 weeks out of the year—maybe 20 weeks at

the most. The rest of the time we spend at home with our families."

This I found to be true. All the international pilots love flying for Aramco and this is what they like most: They fly but a third of the time. Crews make the six-day round trip from Saudi Arabia, then have two weeks off. While Kearney caught his shut-eye, Whitey, a qualified pilot, took over the co-pilot's seat. The going was bucky but beautiful just then. We were just passing over Rhodes and huge thunderheads, dirty white and billowy in the moonlight, towered up around us to a height of 30,000 feet. As Stan steered us around them, we chewed some more on the subject of Aramco crews and how they fly the long 14,000 mile United States-Saudi Arabia round trip in a lump.

"Another reason we can pull it off without any strain," said Stan, "is because all Aramco crew members are qualified to fill in on more than one position. Most of these boys hold two or three ratings and all of us can shift around and spell each other when we're tired. We have three pilots aboard — Walt and Whitey and myself."

SOON we were letting down for Beirut, skimming over the historic Cedars of Lebanon.

It was 2:30 in the morning when the *Flying Camel* put down on Beirut airport, crossroads of a growing air traffic between the West and the Far East, between Europe and South Africa. Turbanned Lebanese airport employees reminded us that we were now in the Far East as government officials herded us into the big, dim, barnlike hangar that is Beirut's airport terminal, confiscating our passports while we stuffed ourselves with scrambled eggs and sausages. Breakfast comes at the craziest hours when you fly through a seven-hour time change in a single airplane ride.

Out of Beirut, we soared over Syria to the south of the famous Temple of Balbek, famous for its 12 foot blocks of stone believed to have been brought in from Egypt. Then we headed for Saudi Arabia with a long, dark, four-hour grind ahead of us. When I woke up, we were floating over the desert.

"Well, here you are, my friend," said Stan as I peered around in vain for a landmark. "You're through with the scenery now—just sand, brother, that's all."

A tiny patch of lines and specks materialized far out ahead in the flatness and slowly enlarged itself into dirty, dun sugar cubes and tiny cheeseboxes — the houses and oil tanks of Dhahran. A blast of hot sandy air hitting us as we stepped



Clear-span Butler interior provides space for warehousing 35,000 sets of seat covers, plus material for additional 20,000 sets.



Lock of posts and obstructions gives ample room to arrange efficient work flow in sewing and cutting department at Star Seat Cover Co.

"Proud of our BUTLER building ...delighted with its cost"



says Mr. William H. Allen, President
Star Seat Cover Company, San Antonio, Texas

"We used Butler buildings exclusively to house our entire seat cover plant, and after 4 years' occupancy we still feel we got the best building possible for our money," comments Mr. Allen. "Our offices, cutting and sewing rooms, warehouse and shipping departments are all in a Butler steel building."

"We are justifiably proud of the attractiveness of our plant; yet it cost us substantially less than any other type of construction we considered, and building maintenance costs are at the absolute minimum."

"We plan to expand with Butler buildings. They are the practical structures for a growing business. Modification and enlargement is quick and easy, and done for a lot less money, because of the bolted, all-steel construction," Mr. Allen states.

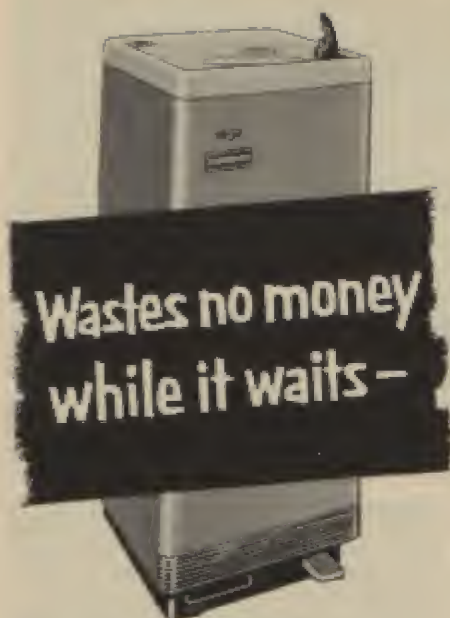
See your Butler steel building dealer. He'll show you the pre-engineered quality features which make Butler buildings profitable working tools for modern business. He'll show you Butler buildings in your area—at work for industry, commerce and agriculture. Write us for the name of your nearest Butler dealer and more information by mail.



BUTLER MANUFACTURING COMPANY

7456 East 13th Street, Kansas City 26, Missouri
956 Sixth Avenue, S.E., Minneapolis 14, Minnesota
1056 Avenue W, Ensley, Birmingham 8, Alabama
Dept. 56, Richmond, California

Manufacturers of Oil Equipment • Steel Buildings • Form Equipment • Cleaners Equipment • Special Products
Factories at Kansas City, Mo. • Galesburg, Ill. • Richmond, Calif. • Birmingham, Ala. • Minneapolis, Minn.



Frigidaire Flash-O-Matic Water Cooler

Here's the sensational water cooler that never wastes a drop of water or a watt of electricity. It chills instantly as water is used! Low operating cost—as your electric bill will show.




Passes the rigid water chilling test!

In laboratory tests, hundreds of 8-oz. glasses of water have been drawn, one after another, from a standard Frigidaire Cooler . . . and the last glass proved just as refreshingly ice-cold as the first!

No spurt, no sputter. Automatic water pressure regulator never needs adjusting. Choice of 6, 12 or 18 gallons per hour capacities. Powered by quiet, economical Meter-Miser Compressor, warranted for 5 years.

Call your Frigidaire Dealer or write: Frigidaire, Dept. 2307, Dayton 1, Ohio. In Canada, Toronto 13, Ontario.

FRIGIDAIRE
 **Water Coolers**

Built and backed by General Motors

out of the plane made me glad I wasn't out there for keeps. Dark-skinned Arabs were lined up before a veritable mud hut of an air terminal in their long, flowing desert headaddresses. Hordes of locusts hungrily attacking what little greenery there was and swarms of hard-biting flies in the little cow stable of a customs room didn't help the impression. Dhahran's little air terminal was provided by the Saudi Arabian Government and all the most energetic efforts of the Americans to get a modern building are still bogged down in polite but interminable red tape.

However, my first dim view of Dhahran quickly faded when I saw the beautifully landscaped ranch houses, the swimming pools and patios, the glass-brick and stone community buildings of this Levittown of the desert—all air conditioned.

"I'd rather be out here in the summer than die in the New York heat," remarked Tommy Thompson, the vice president in charge of public relations for Aramco, who met me at the airport. "Here, you're all air conditioned."

ARAMCO has built from scratch in setting up this headquarters in the desert, but it has built in every comfort of an average American suburb. In the brick and stainless steel residence hall where I had an ultra-modern room, I always sank an inch or two in deep, pile carpet and the furnishings in the lounge were the beige and blond mahogany designs of New York's Robsjohn-Gibbings.

After falling down on the bed and dying for three hours, I went over to Aramco's air headquarters with George Kraigher, the manager of Aramco's aviation department. Mr. Kraigher, a tall, gray-haired man with square, dynamic features, was an officer and pilot for his native Yugoslavia in World War I, a colonel in the U. S. Air Force in World War II in command of the Twelfth Transport Group on the Gold Coast of West Africa. Later he served with the Fifteenth Air Force in Italy. He did much of the pioneer flying for Pan American in Mexico, Central and South America, Africa, the Middle East and India and set up the company's South American and African operations. Mr. Kraigher is a bachelor and Aramco's air service is his family, his business and his life.

Aramco dramatizes its planes by painting their nose sections with a spray of green eagle feathers—green means life to the Arabs—and naming them after birds and animals according to size. Besides the big girls, the *Flying Camel*, the *Gazelle* and the *Oryx*, two Convairs are named

the *Eagle* and the *Falcon*, while seven DC-3's are named after slightly smaller and less belligerent birds—*Tera*, *Seagull*, *Quail* and the like. The four Beechcraft are named *Jay*, *Woodpecker*, *Grouse* and *Parrot*, but when you get down to the two Navions, it's the *Bee* and the *Wasp*.

It takes 220 people to keep Aramco's planes flying, 60 of them in New York and 160 in Dhahran. Its Saudi Arabian flying radiates out of two hangars, each 140 by 160 feet—which look like the operations area of some big Air Force base. Ninety people—Americans, Saudi Arabians and workers of other middle eastern nationalities—take care of the planes, giving them 20 per cent more maintenance time than the average airline does, mostly because of the heat and the sand. This extra effort has paid off, says Mr. Kraigher, for in seven years and 210,837,000 passenger miles, there's never been a single crew or passenger injury.

Most Arabian operations are short-order flying—taking engineers or geologists on urgent business trips all over the Middle East, or rushing out to bring back a medical case or someone lost in the desert. For these emergencies, a DC-3 always stands ready and two or more pilots are always reading or dozing in the ready room. All over Arabia, landing strips have been laid out on the hard gravel floor of the desert.

In addition to the short-order flying, however, there are two regular DC-3 schedules. The oldest of these is the "milk run," twice a week, on which DC-3's full of cargo and Arabs in MacArthur seats hit the four stations of the pipeline that takes the oil 1,000 miles from Dhahran to Beirut. On the second schedule, DC-3's fly three times a week to service the camps or exploration parties in the Rub al Khali, where supplies are needed or men are ready to come home on leave.

It was to give me an idea of what flying is like down in the Rub al Khali that Mr. Kraigher sent me on the run with Hank Watson in the *Quail*, bound for a drilling camp at Ubaila, 500 miles down toward the heart of the desert.

It was a puddle-jumping ride. We were up and down all day in the heat and sand, putting off a long-haired Arab and a crate of tomatoes at one stop, letting out a turbanned Pakistani and someone's pet gazelle at the next. First we were down at Abqaiq, one of the company's big oil-processing camps, up in the air the next minute and circling over the walled city of Hofuf, which goes back to the ninth century before Christ and produces dates in great quantities on oases fed by artesian wells.

Hank approached the Hofuf strip with great respect and took a long look around before landing.

"One day as I was about to put down here," he said, "I saw a whole Bedouin family camped on the end of the runway—tents and goats and everything but a herd of camels. Luckily, the strip is plenty long, so I just flew over them and sat down. It happens all the time out here; I expect to come into one of our old strips some day and find that a whole town has sprung up on it."

HE probably will at that. All the exploration parties have to do out there is find a good bare expanse of gravel floor, mark out a stretch with barrels or black oil and, presto, they have an airstrip.

"Probably more airstrips out here, in a 500-mile radius," said Hank, "than anywhere else in the world. Incidentally, we've got to service a seismograph party next stop, at a spot called Gharib Sahaba, and they've marked out a strip for us if we ever find the darned thing."

Had it been up to me, we never would have, indeed. Hank wasn't doing so well either; he was trying vainly to raise a signal from the portable radio beacon with which all the exploration parties are equipped. But co-pilot "Cotton" McGinty, one of the two pilots who fly the Rub al Khali in the little three-passenger Navions, knows the desert like a book.

He spread out a marked-up air map decorated with queer symbols—gravel patches shaped like whales, sand mountains cut like gum drops, outcroppings of limestone, an oil drum, an old rubber tire—these were his landmarks. Following these queer markings with his forefinger, Cotton led us to the seismograph party of 16 Americans and 90 Arabs, moving over the desert in 35 air-conditioned trailers of living facilities, laboratories, bunkhouses and shops.

Now we could barely make out our virgin airstrip, marked out on a wind-swept gravel plain by four barrels, one at each corner—that's all! Hank was about to sit down on the end of this jury rig runway when he noticed a depression, like a dried-up stream bed, running along the strip. Quickly he grass-hopped over the depression and landed three times on the other side, finally rolling to a stop. Finding myself all in one piece, I ran back to the cabin, expecting to see a scramble of passengers with broken backs, but one old khaki-clad desert hand just looked at me blandly and drawled:

"Oh, we're used to that stuff here."

In the oil-drilling camp at Ubaila, the temperature was a blazing 100

Your office is People

**Put them in a position
to work better... faster**

Most of your office people work sitting down, hour after hour. It's only natural they'll work better, faster and make fewer errors when working in a comfortable, relaxed sitting position.

Uncomfortable, old-fashioned chairs rob them of energy . . . rob you of many work hours which are rightfully yours.

It's easy to retrieve these "lost hours" with beautiful Steelcase office and posture chairs. While there are many good chairs on the market, remember: *there must be a reason why more people buy Steelcase office chairs than steel chairs of any other make!*

Your Steelcase dealer will be happy to give you full details on the complete family of Steelcase chairs, desks, files and service units. He's listed under "Office Equipment" in the Yellow Pages. Call him today.

METAL OFFICE FURNITURE CO.

Grand Rapids • Michigan

Your Guide Free

Attach your letterhead for the colorful, idea-crammed booklet, "Teeling Up Your Office," mail to Dept. C.



STEELCASE

B U S I N E S S E Q U I P M E N T



POSTURE CHAIR

EXECUTIVE CHAIR

INSTITUTIONAL CHAIR

Many other chair models available for every office need

YOU CAN CUT SHIPPING COSTS

and reduce pilferage loss



with the New
**NATIONAL "88" ELECTRIC
DUAL LENGTH TAY-PER®**

Foot-touch operation saves packer's time and reduces fatigue. There's no wasted motion. Operator can handle up to 50% more cartons a day.

Automatically delivers either one of TWO preset lengths — from 6" to 70" of tape accurately measured for length and width of carton. (Longer lengths if desired by keeping trip compressed). Saves in tape costs — less tape is used to securely seal shipping containers.

AND *istix*®

PRINTED TAPE

When you seal with printed tape your customer knows immediately that the carton has been tampered with if the seal is broken. Istix guards against pilferage and concealed losses, reduces claims for damages. And it's effective, low-cost advertising, constantly promoting your business.

Accept this FREE 10-day Trial OFFER

Use the National "88" Electric Dual Length Tay-per® in your shipping room for 10 days, without cost or obligation. See how its Dual Operating Trip and other time and tape-saving features cut shipping costs.

MAIL COUPON FOR FULL DETAILS

NASHUA

NASHUA CORPORATION

Nashua Package Sealing Division
Dept. R-7, 44 Franklin St., Nashua, N. H.

Please send me your new Printed Sealing Tape booklet, as well as information about Nashua tape fastening machines and your 10-day free service trial.

Name _____

Firm _____

Address _____

City _____

State _____

degrees outside but even a little bit chilly in the air-conditioned bunkhouses and dining rooms. At Ubaila, we dropped off Cotton McGinty and picked up slim, smiling Bob Brunner, the other Navion pilot, going back on leave after his tour of duty in the desert. When Bob strolled over to the *Quail*, I saw that he was carrying a long steel bow and a quiver full of arrows. Before I had a chance to ask a question, he waved a photograph at Hank and yelled,

"Well, I got one at last!"

The photo showed Bob kneeling beside a dead gazelle with an arrow through its neck. At dinner back in Dhahran I ate part of this very gazelle: a succulent dish, even though the little creature never does drink any water.

THE milk-white Navion Bob flies between oil camps and prospecting parties is specially built for the heat and sand and modified with about \$5,000 worth of equipment, including special filters and enough radio gear to reach Rome. It has big, spongy tires particularly designed for the desert and Bob says he can actually land on the windward side of a dune; all landings are crosswind because the dunes run northeast and southwest, while the prevailing wind is northwest, and Bob says he has made dune landings in winds as high as 40 miles an hour.

Bob's main job is to carry surveyors, mechanics, drillers and geologists between camps, but once or twice a week he has to help scour the desert for some lost car or truck. Exploration headquarters in Dhahran keeps in constant radio communication with every exploration party and if a car is two hours overdue on any trip, the rescue alarm is sounded. All Aramco vehicles are painted red so they can be more easily spotted in the desert. Every car has emergency rations and water and rigid instructions on what to do if lost.

Up at the top, in big letters, is the one invariable rule: NEVER LEAVE YOUR CAR. Only one American has been lost in the Rub al Khali and he didn't obey this rule.

"It was 138 degrees down here last summer and that means 190 degrees in the sand; it'll put blisters on your feet strictly in a matter of minutes," said Bob. "A man can only live a couple of hours in that kind of heat if he gets out in the open alone."

Compared with the perils and perplexities of aerial pathfinding in the Rub al Khali, navigation on Aramco's other main Arabian route, the "milk run," today is considered child's play. All the boys have to do is fly the "Iron Compass"—the pipeline

itself, sit down four times on the airstrips that serve the Tapline's four big pumping stations and wait for the ground crews to unload.

But it wasn't like that back in 1949 when the pipeline was going through, according to Pappy Locke, who piloted the *Quail* on the 1,000 mile run from Dhahran to Beirut. In the construction days, planes flew everything from drinking water to mental cases in straitjackets, Pappy told me, and it was harder to find your way around than it is in the Rub al Khali today—not even any portable beacons. With little or no communication, he said, you really were in trouble when you ran into a shamal or sandstorm way out in the middle of the desert.

"It's worse than flying in fog," said Pappy, "the sand gets up to 12,000 feet and fills the air for 1,000 square miles. I was flying a load of 15 Adenese up from Aden one day when I got lost, ran low on fuel and had to make a belly landing on top of a big, flat plateau. In the morning, cold sweat broke out all over me when I saw the tail wheel had hit just two feet from the edge of the plateau."

Even then Pappy was lost. He found himself only by sending radio descriptions of surrounding formations to geologists back in Dhahran, who looked at their maps and guided in rescue parties.

"It gets pretty dull these days," sighed Pappy, "and sometimes I get so damned tired of looking at the desert that I start painting dollar signs on the windshield—just to remind myself why I'm here. The answer to that is 'money.' I can save three or four times as much as I ever could back home."

"But then again, like now in the spring, I see the sand begin to crawl with camels as the Bedouin tribes begin to move up to their summer pastures and the desert blossoms out with 50,000 campfires at night. And Bedouins are going a good deal farther than summer pastures today. We're moving them up 3,000 years on the clock, from nomad to big city life. When I get to thinking it over, I'm a part of what's going on out here."

In a four-day visit at Badanah, biggest of the booming pumping station settlements, I saw what Pappy meant.

Each May, the great gravel plains about Badanah grow dark with tents of Bedouins. They pitch their black tents right there for four months and thousands of camels, goats and humans cluster about great cement troughs all through the daylight hours, gulping the precious water at the rate of 230 gallons a minute. It began in 1948 when the company

started drilling its wells; now no one can see the end. Mud huts began springing up around the wells in 1948 and a town started growing. It has already reached 6,000; will be 10,000 soon. Aramco's engineers have helped Arabian government officials shape its growth into a model of modern city planning, with streets 100 feet wide, air conditioned buildings of stone and a market where the Bedu can trade his hides and cheese for food and modern gadgets.

All over Saudi Arabia, the same thing is taking place. Forced to build cities, railroads, hospitals, highways and utilities, at first because there was nothing there, Aramco today is teaching the Arabs to step up and create a modern nation for themselves with the wealth they're acquiring from oil.

Arabian contractors are building suburbs of air conditioned, ranch-type stone houses and making millionaires of themselves. Bedu are building hospitals, schools and putting in irrigation. Camel drivers are learning to run trucks, repair diesels, operate lathes and raise their own purebred cattle. The Arabs are running their own railroad, built for the king by Aramco—and doing a good job of it, too. Under the guiding hand of private industry, a people that has lived up to now in customs which date to antiquity is rapidly transforming itself into a modern and vital nation. There are those who say the Marshall Plan should have done its job as well.

AS I flew serenely back over 7,000 miles of sand and sea and snow to New York—snuggled up in a berth this time—I thought a good deal about the role of the airplane in such modern empire building. In the case of Saudi Arabia, great distances and lack of surface transportation make company air service a must; besides, hundreds of employees owe their lives to a quick plane ride to the doctor. All things could be done with ships, and trucks and trains but the airplane saves time that runs into millions of man-hours a year. And time is a crucial thing with the world's machines thirsting for more and more oil and the western nations building up reserves that may tell the fate of democracy.

Private companies have accepted the airplane domestically as a necessary part of their business; Aramco is showing the way to industries which are going to be bringing out strategic materials and developing underdeveloped countries in many far corners of the globe. Especially if they're going to keep finding "the stuff," as Hank calls it, out in the middle of nowhere. **END**

73,000 impressions for \$2.80...

and still going strong

For more than ten years, the familiar little trademarked figure of Reddy Kilowatt has been doing a selling job for electric companies on the surface of this business gift Zippo.

You can see from the honorable marks of use how the owner keeps his Zippo constantly with him! Each time it flashes into flame, the donor's business message flashes into view—an estimated 73,000 times to date!

That's mileage for a message—frequency of impression, and impact you seldom get in any other way! What better way to have your trademark seen and discussed?

Men become so attached to faithful, easy-lighting Zippos that they carry them everywhere! Your message will be seen by scores of people daily—at business meetings and on outings and social occasions, for many years. The man you give a Zippo to will never give it up! Yet the investment is very modest. Send coupon now!



Reddy Kilowatt is a registered trademark and is used by permission.

ZIPPO®

**LIGHTS EASILY...
ANYWHERE... ALWAYS**

Zippo Manufacturing Company, Bradford, Pa.
In Canada: Zippo Manufacturing Co., Canada Ltd.,
Niagara Falls, Ont.

ZIPPO MANUFACTURING CO., Dept. N-34, Bradford, Pa.

Please give me full information about business gift Zippos.

Name _____

Firm _____

Address _____

New air policy:

IMPROVE SERVICE,

AIR transport is due for an overhauling designed to strengthen the carriers financially and to give the public better service.

Guide to the new approach is a report which President Eisenhower has described as "a milestone in the progress of American aviation." Prepared by the Air Coordinating Committee, this report will serve as a basis for administration policy in the air transportation field and will, according to the President's statement in making it public, guide him "in the future consideration of questions related to the subject of civil aviation and in making appropriate recommendations to Congress."

Chairman of the Air Coordinating Committee is Under Secretary of Commerce for Transportation Robert B. Murray, Jr. Voting members include Assistant Secretaries of State, Army, Navy, Air Force, the Chairman of the Civil Aeronautics Board, and an Assistant Postmaster General. Representatives of the Bureau of the Budget and the Office of Defense Mobilization sat in as non-voting members.

In its eight-month deliberations, the committee considered air transport routes and subsidy, air cargo, airports and airways, aviation safety, mobilization planning and some aspects of aircraft manufacture. But public interest in its report will probably center on three of its recommendations. These would:

1. Limit subsidies to temporary need and eliminate them as soon as possible.
2. Revise route structures to improve the carriers' over-all financial condition.
3. Require nonscheduled carriers to prove public need for their services.

The underlying reasons for these and other recommendations are explained in the introduction to the report:

"In determining policies appropriate to air transportation, it must be kept in mind that this is an industry affected with a public interest.

"The responsibility of the government, however, is not to carve out some predetermined role for air transportation and then attempt to force the industry into such develop-

ment. Rather, the government must provide a general background of sound regulatory and promotional policies within which the industry itself will have the greatest possible opportunity for finding its own proper mission in competition with all other forms of transportation.

"Past federal assistance has accelerated the development of this industry. However, we are now at the point where the industry in large measure is self-sufficient. The goal of federal policies should at this time be directed to the development of economically healthy carriers, capable of financing with private resources their own continuing growth.

"If appropriately timed in relation to the industry's stage of economic development, the orderly withdrawal of federal assistance can actually represent an important force leading to the long term strengthening of the industry."

In the body of the report, the committee points out that the air transport industry has made great technical and economic progress since the basic law providing for federal encouragement and regulation was passed in 1938.

In the matter of subsidies:

Because of their public utility aspects, airlines wishing to engage in interstate transportation must seek the consent of the Civil Aeronautics Board which weighs the applications against the needs of the country's foreign and domestic commerce, the postal service and the national defense. When it finds that the proposed line meets a public need the Board grants the application and, in the past, usually granted also a subsidy to help the neophyte through its development period. This took the form of a payment for carrying the mails—sufficient to make up any difference between all other revenues and expenses.

When the law was passed, airlines carried a minor share of the first class travel market. Today, the committee finds, for some years the largest airlines have outranked the largest railroads in gross passenger revenues.

For this reason it recommends that future efforts to promote air transportation take into account the adequacy and economic soundness of all

forms of transportation. It predicts that, in the long run, the public can best be assured of maximum economy and efficiency in transportation if each form is required to compete with other forms on the basis of inherent service advantages and true economic costs. To this end the committee recommends that present domestic subsidies should stop in cases where the cost has become disproportionate to the public benefits. It emphasizes, however, that each carrier should have a reasonable time in which to improve its operations and demonstrate its prospects for self-sufficiency.

In the international field the committee recognizes that national interest may sometimes supersede economic justification and that the government may have to continue paying subsidies.

In the domestic field this finding will have little effect on the major carriers. All trunk lines except three of the smallest are already free of mail subsidy.

But the entire group of local service or feeder lines is still in the mail subsidy class. Almost all of them have been operating for four years or longer—one for approximately eight years. During this period, the report records, approximately \$100,000,000 in subsidy has been provided for their support. It goes on to say that many of the feeder carriers have shown only limited progress toward self-sufficiency and, for the feeder segment as a whole, subsidies in recent years have represented roughly half the total operating revenue.

The report does not blame the managements of these carriers. It recognizes that the basic economic problems of local service operations stem from the underlying character of the routes which generally have low traffic density, and involve short-haul operations with high costs and a difficult competitive problem in relation to surface transportation.

To meet this need, the committee recommends changes in routes.

It urges that uneconomic but needed existing services be included within route systems capable of absorbing their costs without subsidy and recommends that the CAB encourage the development of suitable

FINANCES

combinations of carriers which would result in a smaller number of systems, capable of self-sustained operations under all economic conditions.

The report leaves the future of nonscheduled lines in real doubt. This classification—which requires no showing of public need—was set up before World War II to meet the demand for occasional aerial taxi flights with small aircraft.

After the war such lines increased in number. Recently several lines have been charged with subterfuge on the ground that they were actually operating airline services without proving public need for them. Their type of license permits them to operate between high traffic generating points without serving intermediate points less attractive from a revenue standpoint as regularly certified lines must do. The committee urges the CAB to tighten up on the rules governing entry into the business.

First result of the report, in some observers' opinions, was an action by CAB's Bureau of Air Operations recommending temporary certification of selected large unscheduled carriers for charter operations but stating that it would be "adverse to the public interest" to authorize them to transport individually ticketed passengers or individual freight shipments. This would mean that the airline could charter a plane to a customer who wanted to use the whole capacity of the plane but could not make up a payload either of passengers or freight by assembling small groups of people or units of property.

Many of the committee's recommendations can be put into effect by the agencies that participated in the report. Others will require the cooperation of Congress and the CAB. In this connection it is significant that the CAB, while represented on the committee, did not participate in the recommendation on nonscheduled lines because it now has its own investigation of them under way.

Taken as a whole, this policy statement undoubtedly will prove to be, as described by the President, a milestone in the progress of American aviation. **END**

—VERNE SULLIVAN



How to Reduce Shoplifting

*Mirropane** transparent mirrors can help you reduce shoplifting losses. From your side, with lights subdued, you can have a clear view of the shopping area. To the customer—and shoplifter—in the brightly lighted store, *Mirropane* reflects like a mirror. This special "see-thru" mirror blends perfectly with decorative mirrors . . . is ideal when designed into new stores. For more information, call your L-O-F Glass Distributor or Dealer listed under "Glass" in the yellow pages of many phone books, or write us direct.

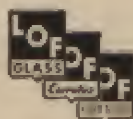
*®



Without being seen in his office (top), Manager E. W. Edel of F. W. Woolworth's, 20 No. State Street, Chicago, can survey the entire floor through *Mirropane*. But from the floor of the store (above), the *Mirropane* looks like an ordinary mirror.

MIRROPANE

Transparent Mirror



Liberty Mirror Division

LIBBEY-OWENS-FORD GLASS COMPANY
608 MADISON AVE., TOLEDO 3, OHIO

You're Underpaying Your Pastor

(Continued from page 31)

the privations his low finances necessarily visit upon his children upset him. Children often can't understand why the fact that their father is doing God's work means that there are so many grim shortages in their home.

Says the Rev. Myron K. Hume, of the Boulevard Presbyterian Church, Cleveland, Ohio: "The rather worried head of the house and his dedicated wife often can muster the spiritual resources to carry on cheerfully in spite of an inadequate income, but it is often a difficult story with children, especially with teenagers. More than one son or daughter in the minister's household is bitter toward the church or the ministry because the family's income has hardly been adequate to buy the necessities of life, let alone the un-necessities."

If the daughters hesitate about marrying into the field, it's no wonder. They've seen their mothers grow old for want of a little help in the house and a few luxuries on the dressing table. They have seen both parents bent under the burden of unpaid bills.

Clergymen don't like to admit that they get into debt, but they do. The average Protestant minister and his family owe, in debts and unpaid bills, more than \$500.

Old age promises no mellow years. Clergymen have not been covered by federal social security. Most churches provide pensions on retirement. Dr. Harold E. Nicely, a Presbyterian clergyman of Rochester, N. Y., recently reported that such pensions for Presbyterian ministers average about \$700 a year. Other denominations provide one quarter to one third of the minister's salary. But a man and his wife, however frugal, can scarcely give up a salary that wasn't adequate in the first place and live on a small part of it.

Even more distressing is the astonishingly early age at which our clergy is nudged off to retirement. Many church committees seeking a new pastor are looking less for a spiritual teacher and more for an energetic, go-getter type who is young enough to get out and hustle on behalf of the church.

Dr. Justin Rowe Nixon, professor of Christian theology and ethics, Colgate Rochester Divinity School, and one of the country's most widely known preachers, says, "I received letters from public committees seeking candidates for their pastorates. After I read a number of these letters

specifying that the candidates desired were to be from 35 to 45 years of age, I began to wonder whether a minister's career was like that of a baseball player—to be limited to a span of 15 to 20 years."

In preparation for this article we talked to many regular churchgoers. We asked them why they weren't putting more money into the collection plate. We told them that current studies indicate that clergymen are having a hard time getting along.

Most of the people we talked to were surprised to hear about it. They said they hadn't given it much thought, that their pastors seemed happy enough. They wanted to know, "What about the parsonage? Our minister lives in a church-owned house, rent free. Isn't that something?"

Some communities boast handsome parsonages but the value of the average clergymen's residence on a monthly rental basis is about \$35



—and it usually looks it! If it is furnished, and many are, it contains all the castoffs from the attics and basements of the parish, with a few rummage sale items thrown in. In addition, most clergymen have to pay for utilities, and in an old-fashioned house this is often a hefty sum. One clergyman we know is living in a big, old vicarage for which, to provide adequate heat and hot water during the winter, he spends close to \$70 a month.

Others asked, "But what about all the extras? Don't they make a lot of money on marriages and such?" Some ministers do add to their income—an average of \$200 a year for special services such as weddings, baptisms and funerals. Many churches, however, frown on such practices. The marriage fee in these churches goes to the church—not the minister.

Other church members protested: "But there are plenty of big-city ministers who live like bankers—they earn big salaries." There are some, but not many. Less than ten per cent of our clergy earn more than \$5,000.

Another churchgoer said honestly, "Well, I guess I would give more if I thought the existence of the church was actually threatened. But I feel

that the church will always be there, no matter what happens."

One man, reflecting the point of view of many, replied, "If a man is spiritual enough to want to be a minister, he probably isn't interested in money."

Not all of the blame, however, can be heaped on the congregations—a good part of the trouble stems from the inexorable movements of modern times. Throughout the country a heavy shift of city population has taken place in the past 20 years. Many city areas whose inhabitants formerly supported several prosperous churches belonging to a particular sect have seen those residents move out and another group, belonging to a different faith, move in. But the churches themselves remain. Their pastors hopefully go on preaching to pews that are never more than one quarter filled, and will probably never be filled again.

In the newer suburbs, the churches have compounded their troubles. As fast as a new area is developed it fills up with a diverse group of home buyers representing a cross section of the population. Ignoring their common interests and beliefs, each group promptly sends for a clergyman of its own faith and thus starts a larger number of new, and necessarily very small, churches. There is hope, of course, that they will grow one day into sizable congregations, but meanwhile, in some areas, their ministers are drawing paychecks as low as \$1,500 a year.

It is to the everlasting credit of today's clergy that they are not quitting their profession in droves. There is little doubt, however, that it will become increasingly difficult, in the next quarter century, to attract able young men into the calling that for centuries has attracted some of our best minds and finest spirits.

Today, church leaders warn, there are other places than the pulpit where dedicated, spiritual men can serve humanity. Medicine, social work, scientific research and government service offer many of the same satisfactions and pay a lot more. Unless we move fast, the church is going to lose these men.

What can be done? Few clergymen are going to speak up for themselves. They spend their lives trying to cultivate the spirit of self-sacrifice in others and naturally feel modest about stating their own needs.

Certainly, for all clergymen there must be more adequate provision for pensions. President Eisenhower proposed that federal social security benefits be extended to cover religious workers. Some lawmakers and church members say it would violate the principle of the separation of

church and state. But George A. Huggins, actuary for the Church Pension Conference, appearing recently before the House Ways and Means Committee before the House passed the bill, said social security coverage for churchmen could be voluntary and provided with proper safeguards to protect the principles and convictions of the individual minister.

But the parishioners must do the biggest part of the job themselves. For them the first step is to increase the church's basic revenue via the collection plate. The Bible asks that we tithe—that is, give ten per cent of our incomes to the church. Modern churches, recognizing that the government and private agencies have taken over many ancient church charities, hopefully ask that we give three to five per cent. At the moment, families with incomes of \$10,000 and more give only six tenths of one per cent of their incomes to the church! Those who earn \$3,000 to \$4,000 give 1.3 per cent.

This generosity on the part of poorer congregations is by no means misguided. In the ministry the best man doesn't always rise to the financial top. On the contrary, he is much more likely to become so devoted to his church and congregation that no financial inducement can get him to leave. One Lutheran pastor in an up-state New York town is an unusually able, fine-spirited man. With more "drive" he could have gone far. But he explains simply, "I felt a call to come here. This is my place." And there he stays—on \$2,800 a year.

Probably the most direct, practical approach to the problem was demonstrated recently by a Chicago congregation that summoned all its businessmen to sit down at a church meeting and consider the stern figures on the government's cost of living index, as related to their pastor's income. They discovered with a shock that since 1940 their clergyman had received one raise—of five dollars a month! Promptly they passed around blank sheets of paper on which each stated, anonymously, the amount of his individual income. They averaged \$3,900—and that's what they decided was a fair price to pay their pastor.

Action of this kind by congregations throughout the country would bring a much needed boost to the morale of our clergymen. They remain, today, the good and dedicated men that they have been in the past, but they are growing more and more despondent over their inability to keep up a standard of living which their congregations want them to have—but don't pay them enough to maintain. **END**

counts
imprints
codes
endorses
dates
cancels



- Save the time that makes such office jobs expensive!
- Pitney-Bowes' Tickometer counts, codes, imprints—labels, tickets, tags, coupons, checks, etc. . . . up to 1000 pieces a minute.
- Works far faster than anybody can count or code by hand. And so accurate banks use it to count currency!
- Rented rather than sold. Pays for itself quickly. Ask the nearest PB office to show you or write for free illustrated booklet and case studies.

PITNEY-BOWES

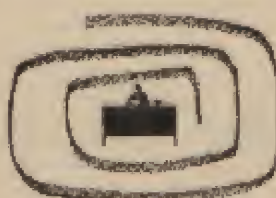


Tickometer

PITNEY-BOWES, INC., Makers of the Postage Meter, 1364 Pacific St., Stamford, Conn.
Coast-to-coast service in U.S. and Canada.

Choice Readership

More executives—
administrative or operating men—subscribe to *Nation's Business* than to any other management or news publication. Latest figures show 732,814 executives, or 94.2% of all subscribers to NB.

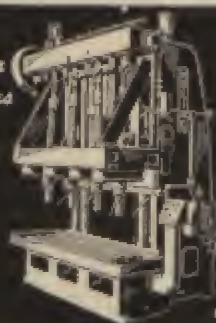


For Over
50 Years

MOLINE
"Hole-Hog"



Specially Designed MACHINE TOOLS
have cut production costs for American Industry



No. HUGB—
Hydraulic rail
feed universal
joint type
multiple spindle
drilling machine.

BURN REFUSE SAFELY OUTDOORS



Tilt back hood—pour in refuse—ignite—close and safely burn damp, green, dry, garbage and refuse to fine ash in any weather. Scientific draft design ends neighbor-upsetting nuisance and fire hazard of flying ash, sparks, burning blowing bits of paper. Minimizes smoke, smell. Needs no watching. Ends refuse hauling and fire hazards to quickly pay for itself. Sturdily made of RUST-RESISTANT ALUMINUM BONDED TO STEEL. Recommended by Bureau of Fire Prevention. Over 100,000 satisfied users. Model A—21½" sq. x 29" high—2 bu. cap.—\$12.95 postpaid (\$13.95 W. of Denver). Model B—21" sq. x 31" high—3 bu. cap.—\$16.95 postpaid (\$18.95 W. of Denver). Money back guarantee.

ALSTO COMPANY

Dept. NB-7, 4007 Detroit Ave., Cleveland 1, Ohio

“FOR OUTSTANDING



FREEDOMS FOUNDATION has awarded the National Chamber a medal of honor . . .

“For outstanding achievement in bringing about a better understanding of the American way of life.”

Specifically, this award was made to our Economic Research Department for the preparation and publication of an *Economics Primer*, “The American Competitive Enterprise System.”

This Economics Primer consists of 17 concise, easy-to-understand booklets.

It is now in its second printing.

THE ECONOMICS PRIMER is used by Economic Study Groups organized and conducted by local and state chambers, trade associations, universities and business firms.

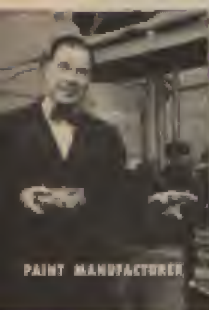
The purpose of these Economic Study Groups is to develop well-informed, articulate, persuasive spokesmen for free enterprise.

THE PROMOTION of these Economic Study Groups in all parts of the country is only a small part of the National Chamber's intensive program to build a better public understanding of *how* the American profit-and-loss system operates, and *why* the American system is better than any other economic system ever developed. As a business man, you ought to know more about this particular program—as well as about other phases of the Chamber's work for the good of business, and in the public interest. We'll be glad to send you a complimentary copy of our report, “Achievements and Aims.” Let us hear from you.

CHAMBER OF COMMERCE OF

A NATIONAL FEDERATION WORKING FOR

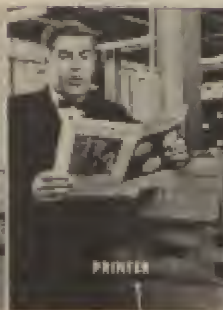
ACHIEVEMENT"



PAINT MANUFACTURER



EMPLOYEE BENEFITS EXECUTIVE



PRINTER



INSURANCE FIRM VICE PRESIDENT



ASSISTANT HIGH SCHOOL PRINCIPAL



COMMUNITY RELATIONS SPECIALIST



PLUMBING SUPPLY DISTRIBUTOR



WHOLESALE GROCER



BAKING COMPANY PRESIDENT



LOCOMOTIVE MANUFACTURER



INSURANCE COMPANY OFFICIAL



TV PRODUCTION SUPERVISOR



BANK OFFICIAL



PACIFIC SALES EXECUTIVE



BANK TREASURER



ICE CREAM FIRM SALES TRAINING OFFICIAL

To develop more articulate spokesmen for free enterprise, the National Chamber encourages the creation of Economic Study Groups made up of local business and professional men. Shown here is one such group formed by the Schenectady, N. Y., Chamber of Commerce. Scores of these Economic Study Groups are now in operation throughout the country. For their classroom work, they use the National Chamber's Economics Primer—17 booklets which explain in simple terms the principles and workings of the competitive enterprise system.



THE UNITED STATES

Washington 6, D.C.

GOOD CITIZENSHIP, GOOD GOVERNMENT AND GOOD BUSINESS

Meet Robert B. Anderson

(Continued from page 40)

court-martial sentences. One night an aide who had worked late noticed that the lights were still burning in the Secretary's office. He looked in and found Mr. Anderson studying the record of a court-martial in which a Marine colonel had been sentenced to dishonorable discharge for getting drunk in the Korean combat zone. The colonel had a fine war record and was near retirement. Mr. Anderson had read every word of the testimony with a lawyer's practical eye, hoping he could find some basis for saving the officer's career.

Long after midnight, he decided that he could not entrust the lives of young Marines to that particular officer. He reached for his pen and wrote the hard words that a less conscientious Secretary might have written hours before: "Sentence approved—Robert B. Anderson."

In one way or another, nearly everything that Mr. Anderson does reflects what his closest friends regard as the dominant fact of his life: He is a deeply religious man. His father and mother are devout Methodists and he grew up in a home where reading the Bible and going to church were as natural as breathing. But it is evident that his belief in the Christian creed is more intense and more deep-seated than it could be if he had merely taken it for granted since childhood.

In one of his speeches is a reference to "the strong, sure faith which is the product of resolved doubt," and you get the feeling that he was disclosing, in those few words, the story of his own religious experience.

He is not ostentatiously pious. You could spend a lot of time with him in casual conversation and never learn that he taught the Men's Bible Class at the Vernon Methodist Church. It is only when he begins to talk about such things as saving civilization from atomic destruction that his earnest convictions show through.

He is an excellent public speaker, perhaps the best in the administration, and his speeches all bear witness to his profoundly Christian attitude toward the awesome problems of maintaining peace and freedom in a world overshadowed by the hydrogen bomb.

This is Mr. Anderson speaking about the idea of preventive war:

"It is now fashionable in certain circles to be extremely cynical of our approaches to world problems; to



Although he includes golf among his hobbies, Mr. Anderson seldom gets time for more than some informal practice shots on his lawn

hint at Machiavellian solutions; to apply the test of 'national interest' as the sole criterion of our conduct in world affairs. I deny utterly the validity of these concepts . . . if we are not to destroy the very thing we hope to preserve, we cannot in conscience subject our public business to a code of conduct which would be repulsive to us in our private affairs."

On the requirements for effective defense against communism at home and abroad:

"Finally, there is the requirement of a vital, enduring faith in the worthwhileness of our cause and in our capacity to carry it through. It should be the steady, reasoned faith of a free Christian people, not the wild, destructive fanaticism of our enemies. The defense against panic is not counterpanic, but calmness. Fanaticism in our enemies must not induce fanaticism in us. Our faith must proceed out of the Christian principles of love and brotherhood and regard for human dignity."

And on the responsibility of every military commander to "promote the development of moral, spiritual and religious values" among American servicemen:

"It is absolutely essential that the defenders of a Christian, democratic nation know what they are fighting for . . . the greatest decisions of human history have been wrought by companies of believing men, because men who devoutly believe in something will always triumph over those who do not believe in anything greatly."

This breadth of vision and his

genius for getting along with all kinds of people will be substantial assets in his new job. The post of Deputy Secretary of Defense—as the much abused Mr. Kyes discovered—is one of the hottest seats in Washington. While Defense Secretary Charles E. Wilson meets with the Joint Chiefs of Staff and the National Security Council to formulate broad policies, the Deputy Secretary handles the day-to-day management of the government's biggest department, refereeing the endless battles that still arise among the "unified" Army, Navy, and Air Force, and trying to see that the taxpayers get their money's worth out of the billions they invest in defense.

It will require all of his tact to bring real teamwork out of the ancient service rivalries, and to keep an election-year Congress reasonably satisfied that the new look is aimed in the right direction.

Five will get you ten almost anywhere in Texas that he will do the job—and go on to bigger things. Amon Carter, the influential Fort Worth publisher, is already speaking of him as a good prospect for "governor, senator or even President." It is hard to see how he has much chance of reaching the White House. The Republicans are not likely to give their presidential nomination to a nominal Democrat, nor the Democrats to run a man who held high office under a G.O.P. president. But he might be elected in a Texas race for governor or senator.

He proved his vote-getting ability

in Texas the only time he ever sought a political office. While he was a senior at the University of Texas Law School, he decided to run for the state legislature. After considerable haggling with the dean, he was permitted to campaign on week ends provided he kept his grades up. He worked hard at both jobs and on his twenty-first birthday was simultaneously elected to the legislature and graduated from the Law School with the highest average ever achieved at that institution.

He remained the boy wonder of Texas politics for several years, moving up to assistant attorney general at 23, tax commissioner at 24, and chairman of the Texas Unemployment Commission at 26. At this point, his promising political career was terminated by the heirs of the fabulous W. T. Waggoner Estate, who hired him for legal affairs.

Four years later, at 31, he became general manager of the estate, which stretches over six northwest Texas counties and includes more than 2,000 producing oil wells, several refineries, thousands of acres of farmland, and uncounted cattle.

Saddle horses and ten-gallon hats went with the job, but they were largely sentimental trimmings. He ran the vast empire, not from the front veranda of a quaint old ranch house as eastern movie fans would like to believe, but from a modern air conditioned office building in Vernon. When he wanted to inspect the cattle in a far-off section, he summoned, not his favorite stallion, but his helicopter.

Managing the Waggoner Estate, which is surpassed in size only by the King Ranch, automatically thrust Anderson into the inner circle of Texas business and finance. He served as president of the Texas Mid-Continent Oil and Gas Association, deputy board chairman of the Dallas Federal Reserve Bank, a director of several big corporations, and as an active member of the Vernon, West Texas and United States Chambers of Commerce. He also found time to head the State Board of Education.

The six-figure salary that went with all these jobs was like a rain after a long drought. His childhood in Godley, Texas, was not spent in rags, as Horatio Alger might have preferred, but he had at least his share of hardship. He was stricken with polio when he was three, and it left him slightly paralyzed in one leg—a handicap that kept him out of military service in World War II. He still walks with a slight limp when he is tired.

His father was a cotton farmer,

want to make more money by helping farm people make more money?

Here's a once-in-a-lifetime opportunity for a few young men who sincerely want to make a better living for themselves by helping farm people make a better living.

We still need a few candidates for training as Purina District Salesmen.

Not many men have the capacity and character to succeed in these jobs. But for those who do, the rewards are exceptional . . . in earnings . . . and in the satisfaction that comes from helping others succeed with you.

Ours is a fascinating and rapidly growing industry—supplying livestock and poultry feeds to the nation's producers of meat, milk and eggs. Every year brings new scientific developments—like the introduction of antibiotic growth boosters into feeds. Every year brings advances in poultry and livestock management—like the progress in caged laying hens. Purina is in the forefront of these new developments as the nation's largest producer of livestock and poultry feeds and as a pioneer with more than half a century of experience.

If you feel that you have the background and character for success in a job like this, write us a letter with your age, draft status and complete details. If you qualify, we'll give you all the training and experience you'll need. Address: A. W. Moise, Ralston Purina Company, 1619 Checkerboard Square, St. Louis 2, Missouri.

The men who represent us are responsible for helping our franchise dealers build a profitable retail business through helping their customers develop profitable livestock and poultry enterprises on their farms. They work on a substantial base salary . . . plus liberal bonuses . . . with all travel expenses paid by the company.

Many of our men are earning substantial incomes. All of them are making a comfortable living. Even more important, they enjoy the respect and confidence of the people with whom they work and the communities in which they live.

HERE ARE THE BASIC QUALIFICATIONS FOR SUCCESS:

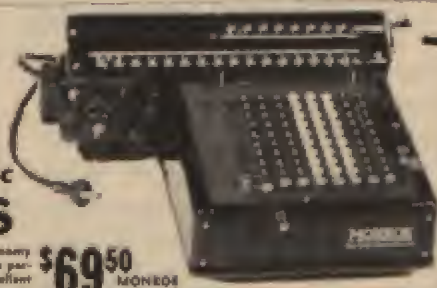
- ☐ 25 to 35 years old;
- ☐ preferably married;
- ☐ of good character and steady habits;
- ☐ with a farm background or an understanding and appreciation of a farmer's life and problems;
- ☐ preferably with a college degree, especially in agriculture

GREAT SAVINGS on MONROE Electric CALCULATORS

One year guarantee. Factory reconditioned. You'll love the economy of this machine. Adds, subtracts, multiplies and divides. Figures percentages; commissions; rates; invoices; inventory; payroll. Excellent for figuring insurance; lumber; engineering; estimating; taxes, etc.

\$69.50

MONROE
KA 160



Marchant, Friden and Monroe CALCULATORS (hand & electric models) at SPECIAL LOW PRICES.

BARGAINS in New and Reconditioned ADDING MACHINES
BURROUGHS Hand Adding Machines.....\$39.50

"The Supermarket for Figuring Machines"—Write for complete information

AAA ADDING MACHINE CO. Dept. N-7. 582 7th Ave. (Times Sq.)
NYC 36 LO 5-6983

10 day money back guarantee on all machines

15 SPECIALISTS



Back up United's "Man on the Van"

A nation-wide organization of moving experts goes to work for you when you call UNITED VAN LINES. Every detail is carefully Pre-Planned... expertly followed through. See Classified Phone Book for nearest United Van Lines' Agent. He'll gladly explain.

United VAN LINES, INC.

Moving with Care
Everywhere!

Headquarters:
St. Louis 17, Mo.



**500 More
Employees**

... yet paper towel costs go down

The Pennsylvania plant of one of America's well-known companies finds Mosinee Sentinel Towel Service is still saving them \$300.00 per month, compared to previous towel service. This tremendous saving exists in spite of the fact that (1) number of employees has increased by 500, and (2) plant has increased its work week from 5 to 7 days.

BAY WEST PAPER CO.

1102 West Mason Street
GREEN BAY, WISCONSIN
A Division of Mosinee Paper Mills Co.

and Bob Anderson as a boy spent many a hot afternoon wielding a hoe and spreading boll-weevil poison. He got his education the hard way. He was graduated from high school at 17, and for two years supported himself at small Weatherford College. At 19, he qualified for a teacher's certificate and got a position teaching Spanish, history and mathematics at Burleson High School, where some of his pupils were almost as old as he was. After three years of teaching, he saved enough money to enter the University of Texas Law School.

In addition to setting an all-time academic record and winning election to the State Legislature, he put his time at the university to good use by wooing Ollie May Rawlings, a pretty and talented coed from Austin. His suit went slowly at first, but Bob resorted to blitzkrieg tactics, showering the girl with flowers, candy and poems. They have been married for 19 years now and he is still sending her flowers and candy, although the poems have tapered off.

They have two sons. Dick, 17, is entering Williams College this fall and hopes some day to be a newspaperman. Gerry, 13, is attending the Landon School near Washington; his chief ambition at the moment is to become as good a marksman as his father and older brother, both of whom are expert with a rifle.

The Andersons live in a two-story white brick home in Kenwood, a subdivision just across the District of Columbia line in Montgomery County, Md.

Mr. Anderson regularly mows his

lawn, a fact that has given rise to an unfounded belief in his neighborhood that he has an avid interest in gardening. His real interest, it must be reported, is in holding down his waistline.

He is fond of highly seasoned Mexican food, and went to some pains to teach Navy stewards at the Pentagon how to prepare it properly for his lunch. He is a good cook in his own right as long as he sticks to hearty Texas fare such as steak and pinto beans, but Mrs. Anderson has grim memories of an occasion when he decided to branch out into French cuisine with a soufflé. The soufflé was fair but the Sunday brunch for which he prepared it was not served until nearly 5 p.m.

He used to smoke heavily and drink moderately, but he gave up smoking entirely some time ago and has lately all but given up highballs because he feels that they are on the enemy's side in the war with his waistline. Like most men who swear off cigarettes, he has developed another nervous habit to take their place. His is twisting paper clips. First he straightens them out, then he winds them around a pencil to make a curlieue.

His hobbies—in which he gets precious little time to indulge these days—include reading (almost anything, but especially poetry and P. G. Wodehouse novels), golf, hunting, and barbershop quartet singing. His voice, while lusty, is of uncertain register.

Mrs. Anderson defines it as "a perverted tenor." Dick thinks it is "a sort of bass."

END



"Mother told me there would be knights like this"

"I read Nation's Business..."



"We advertise in Nation's Business"

W. H. Burhop

W. H. Burhop, President, Employers Mutuals of Wausau

NATION'S BUSINESS IS READ BY MORE EXECUTIVES THAN ANY OTHER BUSINESS OR NEWS MAGAZINE

Hard Way to Make a Million

(Continued from page 52)

church right now," he sometimes says in his dressing room. "My head is clean and I'm not doin' nothin' to provoke God." He prays constantly for world peace. "If each day we'd all thank God for bein' alive," he has said, "there'd be such a tremendous bellow go up to Heaven that God'd be pleased and all this fightin', all this chaos, all this trouble'd disappear."

Hampton drinks only beer, smokes very little, and has, according to his intimates, only one vice: He eats like a mastodon. One morning, as a friend looked on in mingled fear and awe, he put away what was, for him, an average breakfast. This consisted of one double order of Yankee clam chowder, one order of cold salmon complete with hard boiled eggs and other garnishes, a mixed green salad, a Spanish omelet, a dish of fried potatoes, an order of corn fritters, six slices of whole wheat toast with butter and jam, and two pots of coffee. "Man," said he, "I was *the hungriest*." Despite his unusual intake, he never seems to gain weight. He stands around five feet, eight inches and weighs about 170. He is convinced that his job keeps his weight down.

Oddly enough, and appropriately enough, Hampton was taught to play drums by a nun. He was born April 20, 1914, in Louisville, Ky. His father had been an entertainer, but was disabled during World War I. The parents were separated when he was small, and he was taken to Birmingham by his mother. After a few years there, she moved to Chicago. At that time there was what Hampton describes as "a juvenile crime wave" in the city, and his mother sent him to a Catholic school for boys in Wisconsin. It was there he met the nun, whose name he does not remember. "She was strict," he says. "I wanted to play the skins left-handed, and she'd take the sticks and beat my knuckles. Man, she was a *hard* nun."

Hampton attended St. Monica's and St. Elizabeth's in Chicago, meanwhile joining a newsboy band sponsored by The Chicago *Defender*, the colored newspaper. There was never any question in his mind as to what he would be when he grew up. When he was in his early teens he met Les Hite, who had a band that played dates around Illinois. Hite decided to gig to the West Coast, and Hampton went along. Later his aunt,

Miss Anna May Bell, went there to look after him. Hampton and Hite played in several bands together (after the latter broke up his own organization). These included Paul Howard's Quality Serenaders, and the band of Reb Spikes, who billed his combo as "The Major and the Minors." After a time Hampton wound up in the group at a Culver City night club operated by Frank Sebastian.

The great Louis Armstrong, whom The Hamp had heard many times in Chicago when he was making jazz history at The Sunset, came to Los Angeles and agreed to make some Columbia records. He needed a band to accompany him on these sides, and someone suggested the orchestra Hampton was playing with. At the studio, just before the date, Hampton began noodling around on the vibes, an instrument he had never touched before. "Say, Pops, that sounds fine," Armstrong said. "Let's put it on the record." Musicians give him credit for making the vibes a jazz band instrument.

Hampton met Gladys Neal and married her soon thereafter. At the urging of his wife, Hampton, who had finished high school in Chicago, went on to study music at the University of Southern California, playing odd jobs at night. One day Hite appeared and announced he was taking a new band up to San Francisco. The new Mrs. Hampton didn't want her husband to go, and Lionel reluctantly turned down the job. In order to gain steady employment, he formed a nine-piece combination and took it into the Paradise Club in Los Angeles. Jazz addicts everywhere heard that there was a man playing wonderful vibes and drums there, and packed the place. Among them, one day, was a young, brush-cut Ivy Leaguer named John Hammond, who in his own quiet way has done more for colored musicians than any other human alive. Mr. Hammond, a close friend of Benny Goodman, brought the King to hear Hampton one night. Goodman, unable to contain himself, got up on the stand, and he and The Hamp jammed until dawn. The next morning they went to the Victor studios, where Goodman had a recording date. With Teddy Wilson, the pianist, and Gene Krupa on drums, Benny and Lionel cut "Moonglow" and "Dinah." The records became jazz classics. Three weeks later, Goodman wired Hampton to join his band.

It was an unprecedented step.

Goodman had been employing Teddy Wilson, also a Negro, right along, but it was now his intention to present two Negroes as integral parts of his organization. The conservatives in the business gave themselves over to head-nodding and tsk-tsking. "You'll never be able to play the South," some said. "We'll play it," said Benny, "and we'll get away with it." He was right. The first engagement was the Texas Centennial. It was the first time white and colored musicians had ever worked together on the same stand there, but the crowd stood and gave the band a ten minute ovation.

The Goodman-Hampton association produced some of the finest "chamber" jazz ever recorded, such classics as "Vibraphone Blues," one of Hampton's own compositions, which included the famous line,

If the blues was whisky, I would stay drunk all the time.

Goodman encouraged Hampton to front his own recording orchestra. For such sessions, The Hamp had the pick of the country's jazzmen. Harry James, Chu Berry, Johnny Hodges, Cootie Williams and many other top sidemen sat in. This series of discs, all of which sold fairly well, led Hampton to believe that he might be successful fronting his own band, but he was reluctant to quit Goodman.

Goodman made the break himself in 1940, when severe attacks of sciatica caused him to disband his orchestra temporarily. Harry James and Gene Krupa both took out their own outfits, and Hampton followed suit. Backed by Goodman, he got together a band composed of youngsters. Unlike the bands of James and Krupa, it was no mere showcase for his own talent. It was an integrated musical unit and, at first, it was almost a total failure. Hampton made the mistake of taking it on an initial tour through the South. His account of that trip is pure horror. He and his boys played dates wherever they could get them, often for as low as \$150 per night. They traveled by car and station wagon. Often they were unable to get places to sleep, and frequently they went hungry because roadside restaurants would not admit them. Several men deserted the band. From time to time Hampton himself was all but ready to give up.

Then, finally, they reached New York after months on the road. They were booked into the Apollo, a cradle of Negro talent. The audiences went crazy, and Hampton knew he had arrived. Since 1943 The Hamp has been riding high. And there is no indication that he will stop, as long, as he puts it, as he keeps his nose closed.

END

nb

notebook

Spreading the good news

GORDON S. CARBONNEAU of Grand Rapids, Mich., believes that gloom gets too good a break in daily newspapers and in general conversation. He decided to put his weight and the weight of the 130 employees in his loud-speaker manufacturing plant on the side of optimism.

He did this by means of a good news contest in his plant.

To encourage employees to read and save bright and cheerful news from papers and other publications, he offered prizes ranging from \$10 to \$100 for the best and most optimistic scrapbooks.

The employees took to the contest eagerly. One woman not only clips items from the papers but writes to leading businessmen and officials for their views and pastes their replies along with her clippings. One employee in a few weeks filled 100 pages of a scrapbook with good news items.

The management says the contest has had a wonderful influence in bolstering employee morale and improving operations.

But the best part, as Mr. Carbonneau sees it, is that the good cheer generated is spreading beyond his plant. It has reached at least as far as Washington. President Eisenhower heard about it and took time to write Mr. Carbonneau commending the project and expressing his appreciation for spreading the bright-side-of-things philosophy.

Inquiries received at the plant indicate that other concerns are considering the idea.

Wanted: city planners

HELP WANTED calls are out for competent city planners, according to the American Society of Planning Officials, which says it has more than 85 job openings on file with its personnel exchange service. The service is consulted on hiring for about three fourths of all professional planning vacancies. It estimates that new planning jobs created each year exceed the number of recruits graduating from planning schools by about 50 per cent.

Need for proper zoning, control of

subdivisions and urban development has brought increases in budgets which in turn call for larger planning staffs. To provide qualified people to fill these openings, experts see a need for some sort of financial aid. The committee on student recruitment of the Southern Regional Congress has suggested a centrally run trust fund to give fellowships to outstanding persons who apply to graduate planning schools.

Canada already has such a fund. The Central Mortgage and Housing Corporation is offering ten fellowships to encourage university studies in community planning. The fellowships, valued at \$1,200 each, will be awarded for the 1954-55 academic year. They are open to social science, architecture, or civil engineering graduates who want to study city planning.

Seedlings for school children

ARKANSAS school children are learning good forestry practices and profiting, money-wise, from the lessons through a plan developed by D. K. Bemis of the Ozan Lumber Company, Prescott, Ark.

Under the plan, Mr. Bemis hopes that each school child will plant at least one seedling and perhaps see his tree harvested before he graduates. Planting is done on a school timber tract which Ozan Lumber presents to the school.

The project began in 1942 with two forests, two of five acres, two of ten. Today 18 such forests with 203 acres are operating in three counties. Two other companies have now joined in the plan, and International Paper Company foresters assist foresters from Ozan Lumber in getting plantings properly started. Although the original idea was to provide five to ten acres for each school, consolidations have led to some plots of 20 acres.

As Mr. Bemis explains his plan:

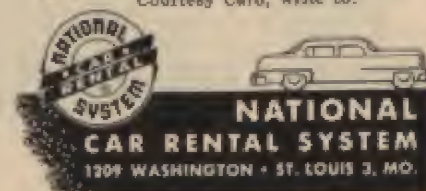
"When we obtain a tract for a school we set a date to give them the deed to the land and have all the children out to plant at least a few trees, although most of the planting is done by the older children later. We do this so that children in the



with a Rented Car from

**NATIONAL
CAR RENTAL SYSTEM**

Get around faster... see more people by always having "your car" ready and waiting! For a clean, late model car, at your destination, make reservations with any member of NATIONAL CAR RENTAL SYSTEM... listed in the yellow pages of your phone directory. Or, for a pocket directory and National Courtesy Card, write to:



instant heat
where and when it's needed



Reznor gas unit heaters are located at the point where heat is needed. No duct heat losses; lower installation costs—lower costs all along the line. Write today for free informative booklet: Reznor Manufacturing Company, 73 Union Street, Mercer, Penna.

REZNOR
THE WORLD'S LARGEST-SELLING
GAS UNIT HEATERS

for any building job!

...USE

FIR PLYWOOD



Large, light, strong, real wood panels save time and labor on maintenance or new construction. A type and grade for every need. For 1954 catalog, write (USA only) Douglas Fir Plywood Association, Tacoma 2, Wash. Or see your lumber dealer today!

Buy Only DFPA-Graded Panels

AMO

PROFESSIONAL REAL ESTATE MANAGEMENT

Pays Dividends For You

CONSULT AN

Accredited Management Organization

Complete Dependable Management Service
For All Kinds of Real Estate

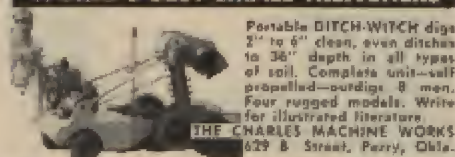
- Office Buildings
- Income Dwellings
- Store Buildings
- Apartments

For the Nearest AMO

Refer to your telephone directory or write:



WORLD'S BEST SMALL TRENCHERS



Portable DITCH-WITCH digs 2" to 6" deep, even ditches to 36" depth in all types of soil. Complete unit—self propelled—carries 8 men. Four rugged models. Write for illustrated literature. THE CHARLES MACHINE WORKS 629 S. Street, Perry, Okla.

FREE COST-CUTTING FORMS

for MULTILITHS, DAVIDSONS

STEP UP efficiency on your offset duplicator! Our patented accessories, supplies, boost quality, save you 10 to 40%! Write today for FREE tryout samples, folders, cost-cutting secrets! State make, model press. Dealers: Write! Litho Engineering & Research, Dept. C-2, 3237 Eastlake, Seattle 2, Wn.



CHANGE OF ADDRESS . . .

SEND your new address at least 30 days before the date of the issue with which it is to take effect. Tear address label off magazine and send it with your new address. The Post Office will not forward copies unless you provide extra postage. Duplicate copies cannot be sent.

NATION'S BUSINESS
Washington 6, D. C.

lower grades will still be in school for the plot's first harvest for pulp wood thinning.

"As a matter of practice, three of the school forests have already been thinned for pulp wood. The Laneburg school realized \$351 from ten acres and used the money to buy vocational training shop equipment.

"We donate the land to the school with no strings attached and rely on persuasion to see that they continue to take care of their forests."

The company feels that children who learn to handle a wood lot at school will put this knowledge to work at home. This promises a healthy crop of marketable timber—desirable for the farmer and the mill owner.

Business, administration and law

THE GROWING need for executives who understand both the law and the problems of administration in large modern organizations has led Cornell University to introduce a new four-year graduate program combining business and public administration with law.

The plan enables students to combine the work for the bachelor of laws and a master's degree in business or in public administration. Ordinarily, the LL.B. requires three years and the master's degree two.

Explaining the reasons for the course, President Deane W. Malott says:

"For many years universities have known that lawyers must understand something of corporate structure and of governmental organization. Likewise they have given a modest amount of attention to the law when

training business and public administrators.

"We feel that the time has come for a more concerted effort to offer full training in administration to lawyers and a complete legal background for a selected group of men who expect to become major executives in either government or business."

Under the new program as it is arranged by faculty committees appointed by Dean Robert S. Stevens of the Law School and Dean Edward H. Litchfield of the School of Business and Public Administration, the student will spend the first year in the School of Business and Public Administration, the second and third in a combination of studies, and the fourth in the Law School. He will receive the master's degree at the end of the third year and the LL.B. after the fourth.

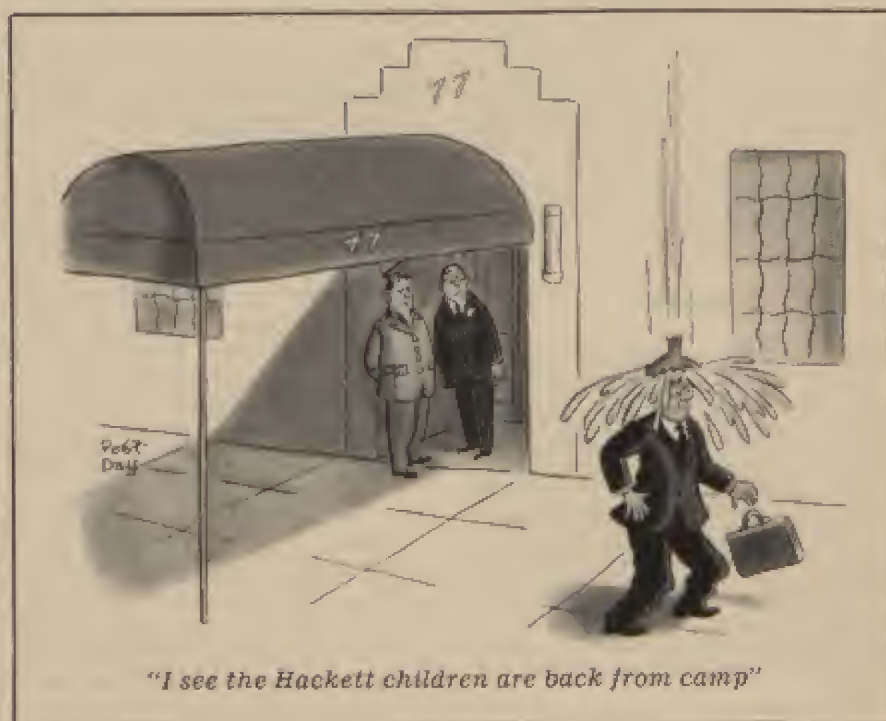
The program is open to students who hold the bachelor's degree and to those with three years of undergraduate work who can arrange to "double register" for the senior year.

Town hall meetings on campus

THE TEXAS Manufacturers Association asked itself, "What better place than the college campus for fostering discussions on the basic principles on which our way of life is built?"

With this theory in mind the organization began a program of college town hall meetings in 1951. Today the program is arousing considerable interest among both college students and businessmen in Texas.

During its first year, the program was carried to 11 colleges; the second



year the number was raised to 15. This year 19 colleges have participated.

When a college decides to take part in the program, T.M.A. sets a date. Panel members are selected from leading businessmen and industrialists. The meetings are open for discussion on any question pertaining to the American system of free enterprise. Subjects such as America's economic and political future, taxes, socialism, communism, government spending and the like are typical of the fields covered. The sessions normally last an hour and a half. After the meetings adjourn, panel members are kept busy for another half hour answering questions.

According to Leonard Patillo, who acts as moderator for the groups, interest is keen and participation active and stimulating. Mr. Patillo says, "Informal and unrehearsed, the programs have clearly shown us our college students of today are thinking more deeply than many realize, and have a keen interest in the world which they soon will inherit."

Thus far approximately 30,000 students have participated.

Dollars by days

A CALENDAR transformed into a Dollar Diary has helped to explain business costs, taxes and profits to employees of American Air Filter Company, Inc., plants in Louisville, Ky., Moline, Ill., and Chicago.

The diary translates each item of the company's 1953 operating statement into days of work. Here's how the year's expenditures stacked up:

138 days to pay wages, salaries, commissions and benefits for American Air Filter's 2,254 employees and agents;

134 days to buy materials;

55 days to buy supplies and services;

23 days to pay corporation taxes;

Eight days to provide additional plants, equipment, tools and reserves for future growth;

Seven days to pay dividends to the 2,169 men, women and children who finance jobs through their investment in American Air Filter securities.

Ben R. Shaver, secretary-treasurer, used a giant Dollar Diary calendar to present the company's 1953 annual report to foremen and executives at the Herman Nelson Division's Management Club in Moline, Ill., and the American Air Division's Supervisors' Club in Louisville. A smaller poster-sized Dollar Diary was placed on all company plant bulletin boards, and made available to individual employees on request.



Pete Progress and the spirit of '76

Plenty of fireworks were popping back around 1776. The Boston Tea Party. Paul Revere's ride. Bunker Hill. Lexington and Concord. Tax-happy King George touched them off when he got over ruly and forced a lot of guys to huddle together and do something about it. That was the Spirit of '76.

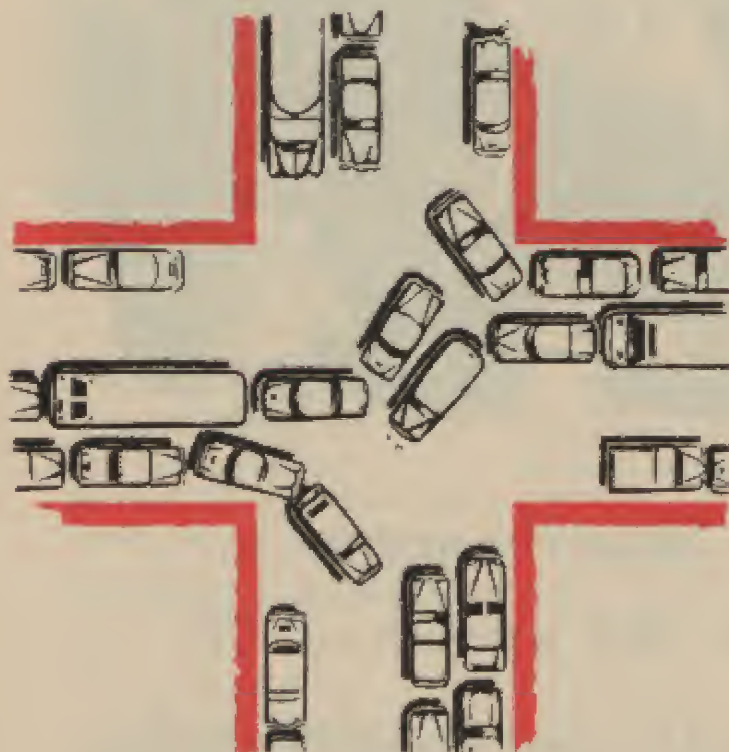
The Spirit of '54 puts the get up and go into another bunch of fellows these days. The boys at the chamber of commerce. They don't sit around and let things fall apart, either. No, sir. They blow the dust off their towns. Start safety drives. Get parks built. Keep business booming. Work for good government. And like as not they'll be lighting the skyrocket fuses at the big 4th of July celebration too.



Pete Progress speaks for your chamber of commerce, an organization dedicated to making your community a safer, healthier, pleasanter place to live and work. Every project backed by the chamber is a boost for the community.

You can help, too—and active support of your chamber will help you

COOPERATION OR STRANGULATION



OUR nation has more than 56,000,000 motor vehicles. This provides an automobile seat for every man, woman and child in the United States, with ample room left over for the family golf clubs, a picnic hamper and baby's bassinet.

Unhappily, once the populace was motor-borne, it could drive across town in about the same time a smooth-striding Nubian could make it carrying a basket on his head.

The reason:

In our preoccupation with the automobile, we have forgotten for too long that the car must have a street to travel—and today's streets too often lead only to the next traffic jam.

Because of this the free American sells himself into slavery every time he slides behind the wheel. The

parked car at the curbing, the cross traffic at the intersection, the uncertain driver who goes too slow and the idiot who squeezes past and cuts in ahead, all are his masters.

His normal reaction is to add sulfurous language to air already heavy with carbon monoxide fumes and to feel sorry for himself.

This sympathy is undeserved.

The citizen can break the chains of traffic frustration any time he takes the trouble to do so. So long as he doesn't do it, he is shirking responsibility and sacrificing values into which he has put much labor and considerable wealth.

The road to traffic freedom is well marked. Following it takes money, cooperation and public interest. The record indicates that the first is more easily come by than the others.

Last year a good many of the 3,000,000 miles of rural highways were improved at a cost of \$3,800,000,000. This year we will spend nearly \$4,200,000,000 continuing the job. An additional \$4,000,000,000 to \$5,000,000,000 in toll road bonds alone will find a market next year. Although somewhere near a third of our rural highways continues to need repair or modernization, we have shown ourselves willing to undertake what dollars can do.

But the 360,000 miles of city streets offer a sterner problem. Already they represent a \$10,000,000,000 investment and an equal amount would be needed to modernize only the 11,000 miles of arterial streets in urban areas. Even if this sum were available, it would not be the full answer. It simply isn't practical to widen many city streets at any cost.

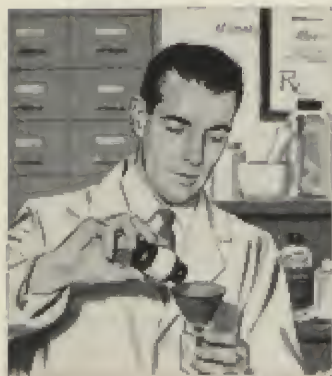
Fortunately, there are other ways—less expensive, immediately available, and of proven efficiency. To apply them takes only the strangely lacking ingredients, cooperation and public interest.

In most cities the businessman has the greatest stock of these. He also has the greatest need for action because it is his assets that are being dribbled away in traffic accidents, transportation delays, and loss of customers who refuse to fight downtown traffic. So long as he prefers the known evils of traffic strangulation to the unknown dangers of change, it is likely that his town will continue to wallow in motorized confusion.

But, if he will take an interest, get others to share that interest and assure city officials of support in doing what has to be done, many cities can save themselves.

Even in those that can't, the effort will provide occupation for many people who are now merely sitting in traffic jams blowing their horns.

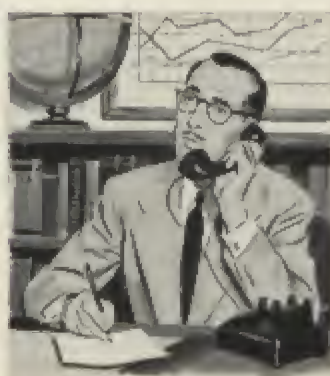
Now! For all types of business life insurance...



SOLE PROPRIETORS



PARTNERS



KEY EXECUTIVES



STOCKHOLDERS IN
CLOSED CORPORATIONS

NEW YORK LIFE'S NEW POLICY OFFERS SOUND PROTECTION... LOW PREMIUMS... HIGH CASH VALUES!

WHATEVER TYPE of business you're engaged in, this great new policy offers you, your firm and hence your family outstanding life insurance protection at *low net cost*.

Because the minimum face amount is \$10,000, economies are possible which are passed on to you in unusually low premiums. And cash values grow rapidly—equal to the full reserve after seven years.

20-YEAR ILLUSTRATION — \$50,000 FACE AMOUNT

Premiums shown are for standard insurance without waiver of premium or double indemnity. At most ages policies with these benefits are available at slightly higher rates.

Age at Issue	Annual premium	Total annual premiums 20 yrs.	Guaranteed cash value at end of 20 yrs.	Total accumulated dividends 20 yrs.,* plus termination dividend	Total value end of 20 yrs.*
25	\$879.50	\$17,590	\$14,450	\$4,850	\$19,300
35	1,179.50	23,590	18,550	6,150	24,700
45	1,682.00	33,640	23,200	8,000	31,200
55	2,523.00	50,460	27,950	11,150	39,100

*Assuming that all premiums called for in the policy are paid in full and all dividends are accumulated, based on the Company's 1954 Dividend Illustration Scale and Interest Rate, and that the policy is surrendered at the end of twenty years. This is not a guarantee, estimate or promise of dividends or results.

NEW YORK LIFE INSURANCE COMPANY

The New York Life Agent in Your Community Is A Good Man to Know

If, for example, at age 35 you own your own business and buy a \$50,000 Whole Life policy, the premiums would be only \$1,179.50 a year. This would provide your family with \$50,000 cash to help meet extra expenses of your business caused by your death. While you live, your policy would provide you with a source of immediate cash to meet business requirements or eventually to serve your own retirement purposes. What's more, as the chart indicates, in 20 years your policy could have a cash value of *more than the total premiums paid!*

For key men, stockholders and partners, this new policy provides similar benefits—assures cash to protect against "outsiders" gaining control of the business and helps improve credit ratings—all at remarkably low cost. See your local New York Life agent or mail the coupon *today* for complete details.

This policy is issued to age 70 and is available in each of the 48 states, District of Columbia, Alaska, Hawaii and throughout Canada (not issued in New York prior to age ten, nor in Canada prior to fifth birthday). New York Life is 109 years old and is one of the strongest legal reserve life insurance companies in the world.

MAIL THIS COUPON TODAY!

New York Life Insurance Company, Dept. NB-1
51 Madison Avenue, New York 10, N. Y.
(In Canada: 320 Bay Street, Toronto, Ontario)



Please furnish me, without any obligation, full information on your new Whole Life insurance policy, minimum amount \$10,000.

NAME _____ AGE _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____



Marines at Independence Hall, Philadelphia. Television will bring the color of great events, as well as entertainment, to millions of people.

COLOR TV is Transmitted Over Telephone Networks



You've probably been hearing a lot about color television in recent weeks. A number of test programs are now being broadcast with excellent results.

The Bell System's part in color television, as in radio and black-and-white TV, is to carry the programs from city to city.

What we do is to provide the electronic channels that make this possible.

Important national events, as well as entertainment, can thus be seen and heard simultaneously by millions of people throughout the country.

Transmitting pictures in color is more complex than in black and white and requires additional equipment. But the basic principles are the same.

Our ability to serve you in this field, as in radio, comes out of our

research and experience in telephony. Many years ago we started designing and building our Long Distance telephone networks so that they could be used for television as well.

The job of providing Bell System facilities with the special equipment required for color TV has been under way for many months, to meet the needs of the broadcasters and the public.

BELL TELEPHONE SYSTEM

